



RECREATION PLAN

Adopted: July 8, 2008

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ACKNOWLEDGMENTS

The formulation of the Recreation Plan 2008 was due to the contributions, insight and support of the Mountain View community. While there are many persons who saw the need and advocated for developing a plan to identify and address the community's recreational needs, the list below acknowledges persons who participated in the process from 2005 through adoption in 2008.¹

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¹ For a complete list of participants involved in the Recreation Plan development, see Appendix.

² + Designates "former."

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EXECUTIVE SUMMARY

Background

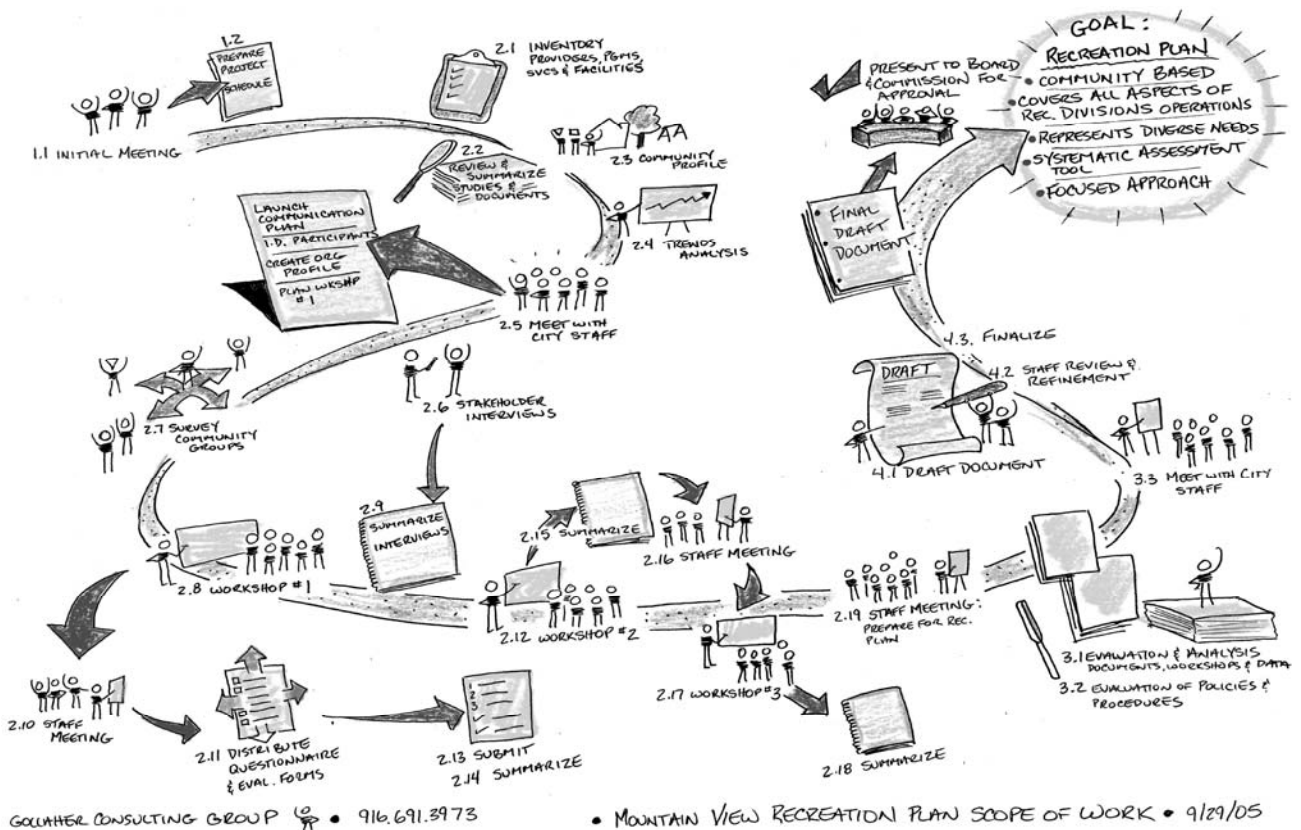
The preparation of a Recreation Plan (Plan) was adopted by the City Council as a major City goal in May 2005. The purpose of the Plan is to provide a comprehensive review and assessment of recreation programs, services and facilities provided by the Community Services Department—Recreation Division, as well as preparation of a long-term (10-year), recreation-focused vision for the community. The Plan will serve as a companion document to the Parks and Open Space Plan. The Plan and its development emphasize the role and vision of both the Plan and the Community Services Department, to *"Create Community through People, Parks and Programs"* and includes recommendations for both traditional recreation programs services and facilities, as well as other human service and community programs viewed as important by the community.

During the extensive public input process, common themes emerged that identify the key community characteristics and constraints that frame the dialogue and inform the Plan recommendations. The Mountain View community's sense of place is "recreation asset-rich," with many family-friendly gathering places, where people feel safe and secure. At the same time, the community struggles with questions of how best to use remaining open space; how to assure sufficient recreation programs, services and facilities; and how to increase access to those programs in the face of increased population, density and diversity.

Plan Development Processes

The Plan development processes involved a four-phased approach and multiple opportunities for public participation, sources of data and analysis. The first community workshop was held on June 7, 2006. Stakeholder interviews followed and additional public input was collected during the summer 2006 through recreation program participant surveys and athletic facility user group surveys. Additional perspectives were gained by completing and considering the results of an analysis of recreation patterns, preferences and trends, and a demographic profile of the community. The results were shared at a second community workshop held September 27, 2006. Additional processes included a recreation program and facility inventory and meetings with athletic field user groups. The results of these processes were further refined by a series of focus group meetings held in February and March 2007. A first draft of the Plan (Draft Plan) was developed with the consultants during summer 2007. The Draft Plan included several important features: program and service outcomes expected by the community; criteria for determining which

recreation programs and community services are priorities; program, service and facility recommendations; target markets; general approaches to implementation; a marketing plan; and appendices containing the background data from the data collection and analysis. The Draft Plan was reviewed by the Parks and Recreation Commission on October 10 and October 24, 2007, and by the community at a workshop on October 17, 2007. Based upon public and Commission input, a revised Draft Plan was presented to the City Council in Study Session on December 4, 2007. A final draft incorporating comments and revisions was reviewed in May and adopted in June 2008.



Community Program and Service Outcomes

The Plan identifies 10 community program and service outcomes as community priorities. These are the measurable benefits desired by Mountain View residents when the City implements a recreation program or service. The priority outcomes are also the measures that will help gauge progress towards supporting the Vision of the Plan to "Create Community through People, Parks and Programs." The outcomes are ranked in three priority levels, with the Top-Priority Outcomes rated highest.

Top-Priority Outcomes:

- Promotes Access for All
- Stewards Open Space
- Enhances Safety and Security

High-Priority Outcomes:

- Expands Community Resources
- Promotes Lifelong Learning
- Supports a Walk-able Community

Priority Outcomes:

- Promotes Cultural Diversity
- Encourages Health and Wellness
- Builds a Strong Sense of Community
- Supports Asset Development for Youth

Recommendation Development Methodology

The program, facility and implementation recommendations and priorities reflect the application of several qualitative and quantitative criteria.³ While not derived from a statistical sample, the recommendations were rationally derived, based on data and validated through community input at each phase of the Plan development process. A full presentation of the processes used, data collected and key findings considered as part of the analysis are provided in the remainder of the Plan and Appendices. The recommendations are reflective of both traditional recreation programs, services and facilities, as well as other human service and community programs viewed as important by the community.

Recommendations

The Recreation Plan proposes key recommendations in three areas: programs and services; recreation facilities; and athletic facilities. There are twenty-three (23) unranked program and service recommendations; seven (7) prioritized recreation

³ The criteria used to develop the recommendations included: a) the frequency a need was identified throughout the public outreach process; b) the services, programs or activities that were best positioned to support and grow Mountain View's specific community quality-of-life characteristics (i.e., many family-friendly gathering places where people feel safe and secure); c) the services, programs or activities that are best positioned to address the key community issue(s) (i.e., how best to use remaining open space; how to assure sufficient recreation programs, services and facilities; and how to increase access to those programs in the face of increased population, density and diversity); d) what supports a balance of programs relative to target markets, community characteristics and key issues; and, e) realignment opportunities for existing services, programs and activities. The methodology for the athletic facility demand analysis also used qualitative and quantitative criteria supported by the athletic field user group surveys, public input meetings and the use of a supply/demand/need utilization model.

facilities listed in three groupings; and three (3) options to meet various levels of demand for athletic fields: maximum, moderate and minimum.

Program and Service Recommendations (unranked)

1. Develop environmental education programs, services and facilities that integrate with health and wellness activities. This can include annual events to support open space, trails and parks facilities as well as community gardens, educational programs and the environment unique to the area.
2. Develop health and wellness programs and services for all age groups that promote healthy lifestyles such as physical fitness and nutritional education. Include asset building⁴ in the design, development and delivery of programs and services for youth and their families.
3. Strengthen working relationships with the educational community to establish school sites as neighborhood centers that provide out-of-school activities, family programming and services, intergenerational activities and neighborhood events.
4. Develop on-site, after-school activities for elementary and middle school youth. Activities could include expansion and strengthening the homework assistance activities, tutoring, mentoring programs, recreational activities, physical fitness, arts, science fun activities, environmental programs and noncompetitive sports.
5. Expand the preschool and tiny tot programs that promote socialization, creativity, motor development and cognitive thinking skills.
6. Increase access to programs, services and facilities through a transportation program for youth and seniors.
7. Establish and expand biking, walking and hiking programs.
8. Develop a partnership program with the health and wellness industry, nonprofit service providers and the educational and business community to create a mobile recreation program that travels to neighborhoods during out-of-school hours to provide homework assistance, recreational activities, health and wellness programs, and family services.

⁴ The City is currently affiliated with Project Cornerstone and uses as a "best practice" the Search Institute's research-based 41 Developmental Assets approach as a guiding framework and a common language to enable individuals and organizations to work together toward the common goal of supporting the healthy development of all children and youth. See www.search-institute.org/assets/ for more information.

9. Expand family recreational activities that provide youth and their parents or guardians and grandparents the opportunity to interact, have fun and learn together.
10. Increase parenting workshops and other programs that support and grow strong families, strong communities.
11. Create a community safety net of various youth service providers that identifies youth at risk and provides for them a connected hub of resources to support positive behavior, reducing risky activities.
12. Work with other service providers to strengthen the employment and job and career training services in the community that assist teens, young adults and seniors.
13. Expand volunteer and service learning programs for all age groups.
14. Develop special events for middle and high school youth that would include youth in the development and implementation of these events.
15. Review all community-wide events and determine their relevancy within the context of this document. Consider opportunities to celebrate the community's cultural diversity with an emphasis on events being staged in the downtown area.
16. Increase cultural education to expand awareness and understanding of culture in the community and region. Ensure that relationships are bridged and strengthened to all residents so that they are aware of how to access services and facilities.
17. Expand aquatics' opportunities in a collaborative way that will include water play, instructional programs and physical fitness activities.
18. Provide more attractive, safe, growth-promoting settings for adolescents and young adults, giving them a sense of place and belonging.
19. Develop a comprehensive marketing program that includes target markets, positioning, branding and training to ensure a consistent message that informs residents about the Recreation Division, its services and programs and ease of access to participate in those activities.
20. Expand partnerships and collaborative approaches to deliver programs and services in a community-connected web of services that collectively support the residents efficiently and effectively.

21. Review and evaluate the fees and charges to all programs, services and facilities. Ensure access for all, balancing the need to sustain the Recreation Division, its staff and the infrastructure necessary to maintain a high level of service delivery.
22. Realign existing programs and services with an emphasis on contract classes through the use of evaluative criteria over a period of two to three years.
23. Ensure ongoing evaluation and review of programs and services.

The prioritization and implementation of the program and service recommendations is discussed in Section Six—Implementation.

Recreation Facility Recommendations

1. **Top-Priority Facilities:**
Open Space⁵
2. **High-Priority Facilities:**
Recreation Center/Community Center
Trails⁶
3. **Priority Facilities:**
Park amenities
Pool/aquatic facilities—new/expanded
Sports Complex⁷
Teen Center⁸

⁵ The City has adopted and regularly updates the "Parks and Open Space Plan (POSP)." While "open space" was named as the top priority facility during the development of the Recreation Plan, the Recreation Plan is a companion document to the POSP and defers to the POSP for discussion and prioritization of open space and trail facilities.

⁶ The City has adopted and regularly updates the "Parks and Open Space Plan (POSP)." While "trails" was named as a second or "high-priority" facility during the development of the Recreation Plan, the Recreation Plan is a companion document to the POSP and defers to the POSP for discussion and prioritization of open space and trail facilities.

⁷ The Recreation Plan lists a "Sports Complex" as a "priority facility" among the various recreation facilities and the athletic facility discussion and recommendations indicate what is needed to meet levels of demand for athletic fields. These are standalone recommendations.

⁸ Following the public input processes, the inclusion, size and scope of a teen component as part of a Recreation Center/Community Center, was raised. Further evaluation of this option was beyond the scope of the initial report.

Athletic Facility Recommendations

1. Maximum Option—(19.75 acres) Construct one athletic complex⁹ and two synthetic turf surfaces. All field areas lighted. Diamond overlays would be available in the corners for baseball or softball.
2. Moderate Option—(14.69 acres) Install four separate synthetic turf surfaces, preferably with lighting, of a rectangular area. Diamond overlays would be available in the corners for baseball or softball.
3. Minimum Option—(5.24 acres) Install two synthetic turf surfaces for two regulation-size rectangular fields with an overlay for one 90' diamond field and an overlay for a 60' diamond with appropriate lighting. The synthetic surfaces would be 300' by 380' each. Modular fencing would be needed for diamonds.

Implementation Considerations

The report, in Section Six—Implementation Strategies, suggests three general approaches to implementation of the Plan (i.e., to provide; to partner; or, to facilitate) and provides several marketing considerations. Given the number of recommendations, the Plan phases the implementation by indicating what programs and services are more of an immediate priority, and should be emphasized in the first 3 years of the 10-year plan: i.e., No. 2, No. 3, No. 4, No. 11 and No. 18. The implementation section also includes preliminary metrics to be used to measure annual progress over the life of the Plan. It will be important that action steps be developed and cost analysis be conducted for the program and service recommendations, as part of City's annual goal-setting, performance measurement and budget processes.

Summary

The preparation of a Recreation Plan was adopted by the City Council as a major City goal in May 2005. The Recreation Plan reports the findings from the extensive public input processes conducted in 2006-07 and provides 23 recommendations for programs and services, 3 priorities for recreation facilities and 3 options for meeting the demand for athletic fields to be implemented over the coming decade (2008 to 2018) to create community through people, parks and programs.

⁹ A complex is a "field area" designed and intended for multiple, simultaneous uses. The complex recommended is minimally 200 x 300 yards or 12.4 acres (1 acre = 43,560 square feet), not including parking, concession, storage, sanitation. In the maximum option, the two additional synthetic surfaces would be approximately 400' by 400' each (combined = 7.35 acres), total = 19.75 acres.

SECTION ONE—INTRODUCTION

1.1 Recreation Plan Purpose

The primary purpose of the Recreation Plan is to provide the City of Mountain View with a community-based description of its recreation program issues and needs with recommendations of how to respond. It is the intent of this report to provide a road map for the next ten (10) years, setting out priorities for recreation programs, facilities and services. The report will serve as a companion document to the Parks and Open Space Plan (POSP)¹⁰. It is an implementation tool for the City of Mountain View, providing a guide for the orderly development and/or management of recreation and community services and programs. It is a flexible document, presenting findings which are best evaluated, validated and/or modified periodically as the City responds to the unforeseen opportunities and constraints as well as changing community demographics. The recommendations are reflective of both traditional recreation programs, services and facilities, as well as other human service and community programs viewed as important by the community.

The information provided in this report was developed from all the data collected and considered for the purpose of review and analysis in the development of recommendations for the Recreation Plan. The information utilized in this report was derived from various sources and reports. They are listed and provided in the Appendices of this report.

1.2 Recreation Plan Vision

The preparation of a Recreation Plan was adopted by the City Council as a major City goal in May 2005. In an effort to both emphasize the core services it provides, and to align itself with State-wide efforts, the Mountain View Community Services Department will use the following vision to guide the Department in the implementation of the Recreation Plan:

"We Create Community Through People, Parks and Programs."

This vision statement emphasizes the creative aspects of building community as well as the primary assets used in the process: people, parks and programs. Further, it supports the State-wide vision and mission for the parks and recreation profession released in 1999 by the California Park and Recreation Society *Creating Community in the 21st Century* (the VIP Action Plan). In this way, the community and staff recognize each other as vital partners in building a

¹⁰ See www.mountainview.gov/city_hall/comm_services.

stronger community and acknowledge the contributions and resources of the profession.

1.3 Community Context

The City of Mountain View was incorporated in 1902 with a population of 611. It is located in Santa Clara County, 35 miles south of San Francisco and 10 miles north of San Jose. It received its name due to its view of the Santa Cruz Mountains. Chartered on January 15, 1952, Mountain View operates under a Council/Manager form of government. Mountain View borders the cities of Sunnyvale, Palo Alto and Los Altos. Mountain View is about 12 square miles with an estimated population of approximately 71,900 in 2005 and 79,500 in 2015 (ABAG Projections 2005).

The history of a community provides a context out of which residents create a sense of place and make meaning. Mountain View has changed over the years from its modern rural beginnings in the 1830s, when it was originally a part of the Rancho del Refugio rancho owned by Don Mariano Castro, the beneficiary of an original Spanish land grant. The town began to grow in the 1850s, when California became a state and a stage line opened between San Francisco and San Jose with a stop in Mountain View. After the Gold Rush era, the railroad brought more settlers to the area for ranching, orchards and farms. By the early 1920s, Mountain View had become well known for its orchards. Transformation from rural agriculture began with World War II and the influence of Moffett Field followed by NASA Ames Research Center, which promoted new technological industries for the area. The region evolved from an agricultural-based economy to a knowledge-based economy. The region became home to more highly educated residents, while housing developments began to reshape the community from the 1940s through the 1990s, with many high-density developments in more recent years. As the community has become more part of the "Silicon Valley," it has become both a leading edge and home to many international technological businesses. This new context shapes the Mountain View community's perception of its key characteristics and issues.

1.4 Relationship to Other Documents

- **General Plan.** The Mountain View General Plan is a comprehensive and long-range statement of the City's development and preservation policies. It represents an agreement among the residents of Mountain View on basic community values, ideals and aspirations to govern a shared environment and serves as the City's framework for future decisions. It looks 10, 15 and 20 years into the future, allowing Mountain View to focus on the big picture

and the broad trends that shape it. The current General Plan was adopted in 1992, has subsequent amendments and is available on the City's website.¹¹

Recreation is briefly addressed in the General Plan's Land Use Element Goal H to *"Provide Mountain View residents with high-quality public facilities and services"* (Pages 25-26). It is specifically discussed in the General Plan's Environmental Management Chapter, Open Space Element Goal C to *"Make open spaces and recreation facilities available for different uses"* (Page 114). While the General Plan establishes overall goals, policies and actions, the Recreation Plan serves to provide a reasoned approach to defining the current community's recreational issues, programs, facilities and recommended priorities. Whereas the General Plan presents a 10-, 15- and 20-year view of park and open space needs, the Recreation Plan will be kept current and flexible through more frequent updates. The Recreation Plan addresses Policy 7, Actions "a" through "e." It accomplishes Action 7.c to *"Draft a Recreation Element for the General Plan in coordination with the Parks and Recreation Commission."* The development of this Recreation Plan involved each action: public opinion research; public hearings; a draft plan; a youth and adult athletic facility analysis; and, implementation steps to direct the Recreation Division's future programs, services and facilities.

- **Parks and Open Space Plan.** The City of Mountain View's Parks and Open Space Plan (POSP), originally adopted in 1992 and updated for the fourth time in 2001 (*currently under fifth revision 2007-08*), represents a comprehensive review of open space needs for the City of Mountain View. It offers a long-term vision to guide decisions related to park and open space resources and a detailed evaluation of current needs in the City and its neighborhoods. The POSP contains prioritized recommendations for the acquisition, improvement and preservation of parks and open space, but is intentionally flexible so that actions may be implemented as opportunities arise.

The Recreation Plan is a companion document to the POSP. When used with the POSP, the Recreation Plan describes and recommends those recreational activities, programs and services that the public desires to participate in or that will generally take place at the various parks and open spaces throughout the City.

- **City Code.** Major policies established by the City Council are adopted by ordinance and are included in the City Code. Most of those that regulate the use of City parks and recreation facilities are found in Chapter 38 of the Mountain View City Code. For example, Section 38.3 defines permits for

¹¹ http://www.mountainview.gov/city_hall/community_development/planning/plans_regulations_maps_n_guidelines.

exclusive use of a park facility or area. Section 38.4 discusses limits to the size of groups. Section 38.8 provides for rental use of the Adobe Building, Community Center and Senior Center. The chapter further defines the ability of Council to set fees for recreation program registration and use of facilities, including pools. Section 38.13 provides a list of prohibited activities.

The Recreation Plan when used in conjunction with the City Code, can provide recommendations for changes to existing regulations, or suggest new issues that may benefit from the emphasis of a legal definition or provide an enforceable remedy to permit or restrict various recreation activities.

- **Council Policy Manual.** Various functions of the City, such as guidelines for implementation that do not require adoption by ordinance, are established by resolution and consolidated into the Council Policy Manual, established in 1974 and updated as needed. It is an easy reference for Council, staff and citizens. Several Council Policies relate to the provision of recreation services or programs administered through the Community Services Department, including: H-5, Use of City Facilities; H-7, Athletic Field Use Policy; J-1, Issuance of Recreation Cards; K-7, Castro Street Banners; K-8, El Camino Real Banners; K-14, Special Event Policy; and K-17, Naming of City Parks and Other City Facilities.

The Recreation Plan is related to the Council Policy Manual only insofar as its recommendations may affect/interact with current Council Policies, or would require changes to existing policy, or could better serve the public if guidelines were adopted for administration of particular recreation programs, facilities or services.

- **Annual City Budget and Capital Improvement Program Budget.** The City's Annual Budget determines the level of financial resources allocated to the provision of recreation programs, services and facilities, including expenditures such as staff, program supplies and contractual services as well as projected revenues such as program fees and facility rentals. The City's Capital Improvement Program budget provides a five-year plan of expenditures that includes support for improvements to recreation facilities and new projects as well as rehabilitation of existing facilities.

The Recreation Plan may include recommendations that may have an effect on the allocation of financial resources, the public's interest in new capital projects or the prioritization of various projects that support the recreational interests of residents.

- **Americans with Disabilities Act.** The Americans with Disabilities Act (ADA) provides for equal access for persons with disabilities to programs, services, activities and facilities.

The Recreation Plan may include recommendations that advocate for changes in design or implementation of programs, services or facilities that can enhance the City's efforts in implementing and complying with the ADA. The Recreation Division provides for reasonable accommodations in facilities, policies, procedures and practices.

- **Title IX.** In June 1972, Title IX of the Education Amendments of 1972, 20 U.S.C. §1681 *et seq.*, was signed into law. Title IX is a comprehensive Federal law that prohibits discrimination on the basis of sex in any Federally funded education program or activity. The principal objective of Title IX is to avoid the use of Federal money to support sexually discriminatory practices in traditional educational institutions as well as any education or training program operated by a recipient of Federal financial assistance since August 30, 2000.

The Recreation Plan may include recommendations that may be subject to compliance with Title IX if Federal funding is involved in that program, activity or facility.

1.5 Key Community Characteristics and Issues

During the extensive public input process, common themes emerged that identify the key community characteristics and constraints that frame the dialogue and inform the Recreation Plan recommendations. These community characteristics and issues are critical to consider when determining, developing and delivering future recreation programs and services.

Key Community Characteristics:

1. Mountain View has many places for residents to gather such as parks, trails, open space, the downtown area and the Library.
2. The Mountain View community is family-friendly.
3. People feel safe and secure in Mountain View.

Key Community Issues:

1. How to best utilize remaining open space in Mountain View is driven in part by an expanding population and an increase in demand for housing and services.
2. The density of the community resulting from housing development has underscored the public's interest in both ensuring there are sufficient recreation programs, services and facilities for residents, and sustaining existing open space.
3. Access to programs, services and facilities for all is an important value of the community. Working to address barriers (such as awareness, financial, cultural, physical, age, race, gender, religion, sexual orientation or geographic location) is important to residents.

1.6 Approach and Methodology

The recreation needs assessment involved a unique, significant and meaningful community-based approach. The Recreation Plan development process used in Mountain View was a four (4) phased approach, including a variety of tasks, methods and activities that were primarily focused upon community outreach and input.

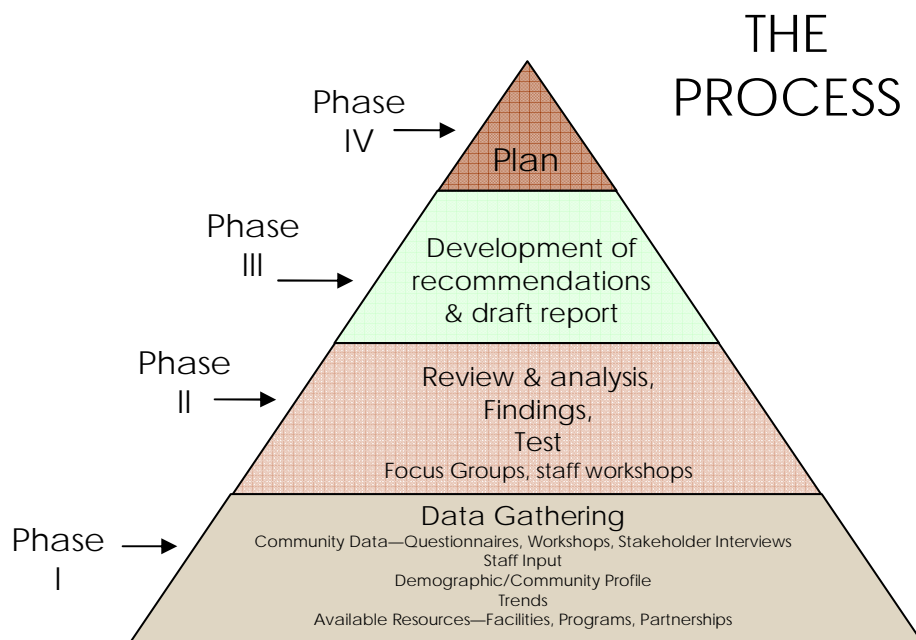


Figure 1—The Recreation Plan Development Process

Phase I involved the collection of data. Inventories of programs, services and facilities were created in addition to completing studies on the community demographics and trends. These reports can be found in the Appendix section of this report. Community input tools included:

- **Stakeholder Interviews**—Twenty-nine (29) interview sessions were held with a total of thirty-one (31) stakeholders being interviewed.
- **Two Public Workshops**—Sixty-seven (67) residents participated in two (2) workshops held at the Mountain View Community Center.
- **Community Organization Surveys**—Forty-one (41) surveys were distributed with nine (9) Mountain View community service groups participating.
- **Program Participant Questionnaires**—Over 1,300 questionnaires were mailed to registered participants in City of Mountain View recreation classes, published in the fall 2006 Recreation Activity Guide (distribution 47,000) and printed in the August 4, 2006 edition of the *Mountain View Voice*. Two hundred fifty-one (251) surveys were returned.
- **Athletic Facility Demand Survey and Analysis**—An athletic facility survey was distributed to nine (9) youth sports group organizations during the summer of 2006. All were returned.
- **Demographic/Community Profile and Trends Analysis**—A community profile was completed that provided an overview of the City of Mountain View relative to its demographics, comparing it to each Census report beginning in 1990.

Phase II included the review and analysis of the findings that were identified during Phase I. These findings were reviewed with focus groups and staff with the purpose of testing and refining the findings from Phase I.

- **Focus Groups**—Six (6) focus groups were held over a period of two (2) days, with over thirty-six (36) participants. A separate meeting was also conducted with athletic field user groups.
- **Staff Workshops**—Two (2) staff workshops were held to obtain staff's insight and knowledge of the community and to refine the results of the public input process.

Phase III involved the development of draft recommendations and the First Draft of the Plan. Recommendations were developed based on Phase I and

Phase II. These recommendations were reviewed by staff and the Parks and Recreation Commission, as well as shared with the public at a community workshop.

Phase IV involved the review, revision and approval of the Plan that included presentations and Study Sessions with the Parks and Recreation Commission and City Council.

1.7 Recreation Plan Recommendations

Recommendation Development Methodology

The program, facility and implementation recommendations and priorities developed during the first two phases of the Recreation Plan development process reflect the application of several qualitative and quantitative criteria:

- a. The frequency a need was identified throughout the public outreach process, (for instance, recommendations were developed around items raised 4 out of 6, 5 out of 6, or 6 out of 6 times during the data gathering phase);
- b. The services, programs or activities that are best positioned to support and grow Mountain View's specific community quality-of-life characteristics (i.e., many family-friendly gathering places, where people feel safe and secure);
- c. The services, programs or activities that are best positioned to address the key community issue(s) (i.e., how best to use remaining open space, how to assure sufficient recreation programs, services and facilities, and how to increase access to those programs in the face of increased population, density and diversity);
- d. What supports a balance of programs relative to target markets, community characteristics and key issues (mentioned above); and
- e. realignment opportunities for existing services, programs and activities.

While not derived from a statistical sample, the recommendations were rationally derived, based on data and validated through community input at each phase of the Plan development process. The methodology for the athletic facility demand analysis also used qualitative and quantitative criteria supported by the athletic field user group surveys, public input meetings and the use of a supply/demand/need utilization model. A full presentation of the processes

used, data collected and key findings considered as part of the analysis are provided in the remainder of the Plan and Appendices.

Recommendations

The Recreation Plan proposes key recommendations in three areas: programs and services; recreation facilities; and athletic facilities. There are twenty-three (23) unranked program and service recommendations; seven (7) prioritized recreation facilities listed in three groupings; and three (3) options to meet various levels of demand for athletic fields: maximum, moderate and minimum.

Program and Service Recommendations (unranked)

1. Develop environmental education programs, services and facilities that integrate with health and wellness activities. This can include annual events to support open space, trails and parks facilities as well as community gardens, educational programs and the environment unique to the area.
2. Develop health and wellness programs and services for all age groups that promote healthy lifestyles such as physical fitness and nutritional education. Include asset building¹² in the design, development and delivery of programs and services for youth and their families.
3. Strengthen working relationships with the educational community to establish school sites as neighborhood centers that provide out-of-school activities, family programming and services, intergenerational activities and neighborhood events.
4. Develop on-site, after-school activities for elementary and middle school youth. Activities could include expansion and strengthening the homework assistance activities, tutoring, mentoring programs, recreational activities, physical fitness, arts, science fun activities, environmental programs and noncompetitive sports.
5. Expand the preschool—tiny tot programs that promote socialization, creativity, motor development and cognitive thinking skills.

¹² The City is currently affiliated with Project Cornerstone and uses as a "best practice" the Search Institute's research-based 41 Developmental Assets approach as a guiding framework and a common language to enable individuals and organizations to work together toward the common goal of supporting the healthy development of all children and youth. See www.search-institute.org/assets/ for more information.

6. Increase access to programs, services and facilities through a transportation program for youth and seniors.
7. Establish and expand biking, walking and hiking programs.
8. Develop a partnership program with the health and wellness industry, nonprofit service providers, and the educational and business community to create a mobile recreation program that travels to neighborhoods during out-of-school hours to provide homework assistance, recreational activities, health and wellness programs, and family services.
9. Expand family recreational activities that provide youth and their parents or guardians and grandparents the opportunity to interact, have fun and learn together.
10. Increase parenting workshops and other programs that support and grow strong families, strong community.
11. Create a community safety net of various youth service providers that identifies youth at risk and provides for them a connected hub of resources to support positive behavior, reducing risky activities.
12. Work with other service providers to strengthen the employment and job and career training services in the community that assist teens, young adults and seniors.
13. Expand volunteer and service learning programs for all age groups.
14. Develop special events for middle and high school youth that would include youth in the development and implementation of these events.
15. Review all community-wide events and determine their relevancy within the context of this document. Consider opportunities to celebrate the community's cultural diversity with an emphasis on events being staged in the downtown area.
16. Increase cultural education to expand awareness and understanding of culture in the community and region. Ensure that relationships are bridged and strengthened to all residents so that they are aware of how to access services and facilities.
17. Expand aquatics' opportunities in a collaborative way that will include water play, instructional programs and physical fitness activities.

18. Provide more attractive, safe, growth-promoting settings for adolescents and young adults—giving them a sense of place and belonging.
19. Develop a comprehensive marketing program that includes target markets, positioning, branding and training to ensure a consistent message that informs the residents about the Recreation Division, its services and programs and ease of access to participate in those activities.
20. Expand partnerships and collaborative approaches to deliver programs and services in a community-connected web of services that collectively support the residents, efficiently and effectively.
21. Review and evaluate the fees and charges to all programs, services and facilities. Ensure access for all, balancing the need to sustain the Recreation Division, its staff, and the infrastructure necessary to maintain a high level of service delivery.
22. Realign existing programs and services, with an emphasis on contract classes, through the establishment of evaluative criteria over a period of two to three years.
23. Ensure ongoing evaluation and review of programs and services.

The prioritization and implementation of the program and service recommendations is discussed in Section Six—Implementation.

Facility Recommendations:

1. **Top-Priority Facilities:**
Open Space¹³
2. **High-Priority Facilities:**
Recreation Center/Community Center
Trails¹⁴

¹³ The City has adopted and regularly updates the "Parks and Open Space Plan (POSP)." While "open space" was named as the top priority facility during the development of the Recreation Plan, the Recreation Plan is a companion document to the POSP and defers to the POSP for discussion and prioritization of open space and trail facilities.

¹⁴ The City has adopted and regularly updates the "Parks and Open Space Plan (POSP)." While "trails" was named as a second or "high-priority" facility during the development of the Recreation Plan, the Recreation Plan is a companion document to the POSP and defers to the POSP for discussion and prioritization of open space and trail facilities.

3. **Priority Facilities:**
Park amenities
Pool/aquatic facilities—new/expanded
Sports Complex¹⁵
Teen Center¹⁶

Athletic Facility Recommendations:

The Recreation Plan provides three recommended options to meet various levels of demand for athletic fields in Mountain View. The athletic complex and field areas recommended are designed and intended for multiple, simultaneous uses, and constructed of synthetic turf with lights installed, and do not include support facilities for parking, concession, storage, sanitation which would be determined on a site-by-site basis.

- a. **Maximum Option**—The "Maximum Option" recommends a total of 19.75 acres that could accommodate the construction of one (1) athletic complex¹⁷ (see graphic below) (minimally 200 x 300 yards, or 12.4 acres, where 1 acre = 43,560 square feet) and two (2) synthetic turf surfaces of a rectangular area (minimally 400' by 400' each, or 3.67 acres each, or 7.34 acres combined). All field areas¹⁸ are to be lighted. Diamond overlays would be available in the corners for baseball or softball. Based on FY 2005-06 assumptions and league usage patterns, this option would help meet the current demand deficit, plus 5 percent latent demand and an anticipated 10 percent growth.

¹⁵ The Recreation Plan lists a "Sports Complex" as a "priority facility" among the various recreation facilities and the athletic facility discussion and recommendations indicate what is needed to meet levels of demand for athletic fields. These are standalone recommendations.

¹⁶ Following the public input processes, the inclusion, size and scope of a teen component as part of a Recreation Center/Community Center, was raised. Further evaluation of this option was beyond the scope of the initial report.

¹⁷ A "complex" is defined here as a "field area" designed and intended for multiple, simultaneous uses. The complex recommended is minimally 200 x 300 yards or 12.4 acres (1 acre = 43,560 square feet), not including parking, concession, storage, sanitation. In the maximum option, the two additional synthetic surfaces would be approximately 400' by 400' each (combined = 7.35 acres), total = 19.75 acres.

¹⁸ The term "field area" is used when discussing synthetic turf to indicate that synthetic turf areas should be designed to accommodate a variety of uses.

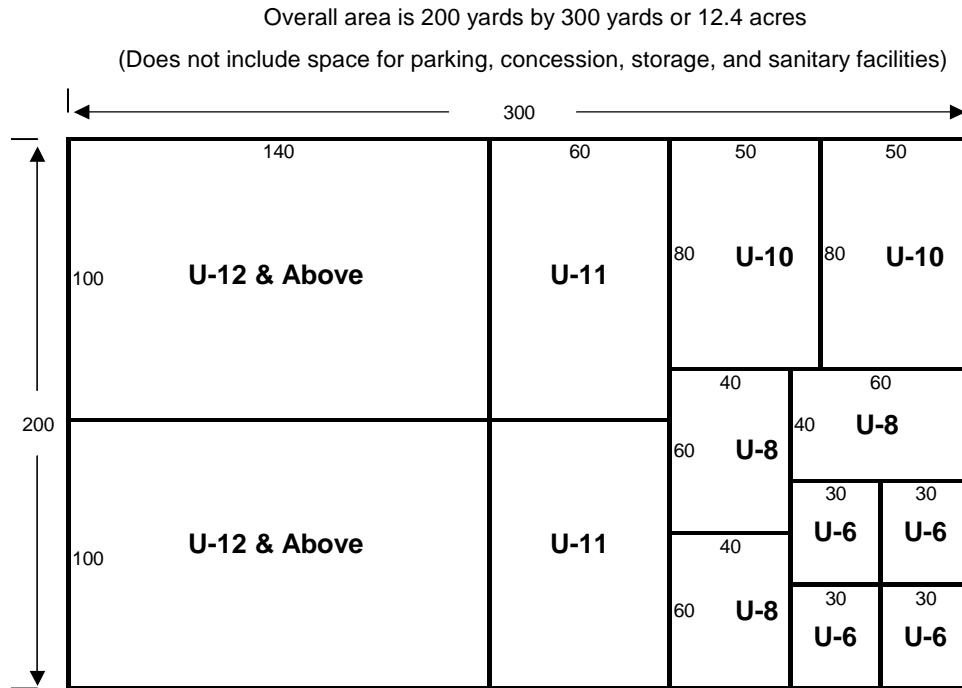


Figure 2—Athletic Complex Diagram ("U-" indicates "under -age of youth")

- b. **Moderate Option**—The "Moderate Option" recommends a total of 14.69 acres that could accommodate the installation of four (4) separate synthetic turf surfaces, preferably with lighting, of a rectangular area (minimally 400' by 400' each, or 3.67 acres each, or 14.69 acres total). Diamond overlays would be available in the corners for baseball or softball. Based on FY 2005-06 assumptions and league usage patterns, this option would help meet the current demand deficit, plus 5 percent latent demand.
- c. **Minimum Option**—The "Minimum Option" recommends a total of 5.24 acres to accommodate the installation of two (2) synthetic turf surfaces for two regulation size rectangular fields with an overlay for one 90' base path diamond field and an overlay for a 60' base path diamond field with appropriate lighting. The synthetic surfaces would be minimally 300' by 380' each, or 2.62 acres each, or 5.24 acres total. Modular fencing would be needed for diamonds. Based on FY 2005-06 assumptions and league usage patterns, this option would help meet the current demand deficit only with no accommodation of latent demand nor expansion beyond current permitted use.

Implementation Considerations

The report, in Section Six—Implementation Strategies, suggests three general approaches to implementation of the Plan (i.e., to provide; to partner; or, to facilitate) and provides several marketing considerations. Given the number of recommendations, the Plan phases the implementation by indicating what programs and services are more of an immediate priority, and should be emphasized in the first 3 years of the 10-year plan: i.e., No. 2, No. 3, No. 4, No. 11 and No. 18. The implementation section also includes preliminary metrics to be used to measure annual progress over the life of the Plan. It will be important that action steps be developed and cost analysis be conducted for the program and service recommendations, as part of the City's annual goal-setting, performance measurement and budget processes.

SECTION TWO—COMMUNITY ANALYSIS

This section provides a summary of the background data collected and considered by the consultant team. In particular, it highlights the existing recreation programs, services and facilities inventoried and the studies of Mountain View's demographics and trends at the initial point of the Recreation Plan Development process 2005-2007. Complete report findings are included in the Appendix where noted and in the companion document Mountain View Parks and Open Space Plan (POSP), available on the City web site¹⁹.

2.1 Existing Recreation Programs and Services

The Community Services Department—Recreation Division provides many programs and services. A full program inventory for the years 2005-06 is provided with participation statistics in the Appendix. The following summary provides a list of activities by ages served in 2006. Some variations occur in classes and programs offered on an annual basis.

Preschool

Preschool children ages 2.5 to 5 years are served by City Recreation programs. Programs and classes for this age group included: Play School and Tot Time school-year programs, special-interest classes, swim lessons, parent/tot swim classes, peewee tennis, seasonal events and one-time special events. A new "kinder readiness" program begins fall 2007.

Elementary

Elementary school youth ages 6 to 12 years are served through City Recreation special-interest/registration-based classes, after-school programs provided by the City on school sites, special events and camps, and through outdoor environmental education programs at Deer Hollow Farm. Registration-based classes offered during the school year and summer include: cheerleading, dance, theater, Lego engineering, ice skating, Learn to Swim and recreational swimming activities are provided at the City pools, and youth tennis lessons, leagues, camps and tournaments, as well as instructional sports and fitness classes, camps and clinics. Summer camp, seasonal and one-time special events and activities are available during school breaks. The City provides the recreational component of the All Stars after-school program at five school sites, expanded through the State-wide After School Education and Safety (ASES) Grant in 2007.

¹⁹ The Mountain View Parks and Open Space plan is located at :
<http://www.mountainview.gov/civica/filebank/blobdload.asp?BlobID=2671>

Elementary school students participate in outdoor environmental education classes at Deer Hollow Farm.

Middle and High School

Middle and high school youth ages 13 to 17 years are served through City Recreation special-interest/registration-based classes, after-school programs provided by the City on school sites, special events and camps, and youth leadership/civic engagement opportunities. Registration-based classes offered during the school year and summer include: dance classes, trips, driver education, yoga, babysitter training, DJ101 for Teens, tennis lessons, leagues, summer camps and tournaments, Learn to Swim and recreational swimming activities provided at the City pools, instructional sports and fitness classes, camps and clinics. The City provides a Tween Time after-school program on two middle school campuses and expanded participation through an ASES Grant in 2007. Other events, classes and programs include: middle school dances, summer Leaders in Training Program, Aide/Junior Guard Program, Diving, Precompetitive Swim, Family Fun Nights at the Pool, weekly Open Gym Program, Teen Center and golf lessons at Shoreline Golf Links. Summer camp, seasonal and one-time special events and activities are available during school breaks. The City also supported a community-initiated youth track and field event. Civic engagement activities include Youth Advisory Committee, Mayor's Youth Conference and volunteer opportunities.

Adults Aged 18 and over

Adults aged 18 and over are served through City Recreation classes and sports programs, gardening, civic engagement and volunteer programs. Classes and sports activities include: tennis lessons, leagues and tournaments, swim lessons, lap swim, Recreation Swim, Aqua-Cize, Aquatic Fitness, Deep Water Exercise, Water Safety Instructor Training, Lifeguard Training, Adult Lap Swim, Masters Club, Los Altos-Mountain View Swim Club, men's basketball, coed volleyball, softball and flag football and golf lessons at Shoreline Golf Links. The Open Gym program offers drop-in activities. Gardening is available via permit at one site. A second community garden is projected for 2008. Civic engagement activities now include a community tennis advisory board established in 2007. Adults participate in volunteer programs available City-wide and at Deer Hollow Farm. The City collaborates with Mountain View-Los Altos Adult Education to provide special-interest/registration-based classes.

Adults Aged 55 and Above

Adults aged 55 and above are served through many programs and services at the Senior Center, including: drop-in programs, Brown Bag, Congregate Senior

Nutrition Program, and classes through Adult Education on-site such as fitness, computer, language, singing, dance, various arts and crafts, and special interest and needs. The Center supports several clubs such as Line Dancing, Square Dancing and Quilting. Various health-related screenings and social services are provided by appointment such as: Tax Assistance, Homeowners/Renters Assistance, Alzheimer's Screening, Hearing Tests, Health Insurance Counseling, Podiatry Screening, Senior Adult Legal Assistance and Flu Shots. Various special events are provided to attract seniors and the general public: Holiday Bazaar, Holiday Reception, Fashion Show and Summer Picnic. Other activities include trips, monthly workshops, movies and social dances. Outside of the Senior Center, programs are available such as gardening at the Senior Garden, swimming lessons and exercise classes, and golf lesson and activities at Shoreline Golf Links.

Other Programs and Services

The City provides several programs and services that serve multiple age groups or particular segments of the community such as City-wide special events, program marketing, facility reservation, volunteer program and financial assistance to support participation by low-income residents. The annual City-wide special events include: Arbor Day, Community Yard Sale, Halloween Festival, Spring Parade, Summer Concert Series and Holiday Tree Lighting. The Division promotes participation in the programs listed above through an Activity Guide mailed to 42,500 resident households, three times per year. Portions of the publication are translated beginning in 2007 to increase access and awareness of services for Spanish-speaking individuals. The Division provides permits for reserved use of several City facilities, including: the Mountain View Community Center, the Mountain View Senior Center, the historic Adobe Building, Whisman Sports Center, Mountain View Sports Pavilion, athletic fields, Cuesta and Rengstorff group and family picnic areas, General Use Permits for parks, and processes Special Event Permits for City Council approval (Policy K-14). The Division promotes community participation in City programs by providing volunteer opportunities that benefit the individual, the community and the City. Volunteer services provide contact, screening, support and referral services with community groups that serve and benefit the Mountain View community. The amount of hours per year is equivalent to over 18 full-time employees City-wide. Increased access to recreation classes and programs is supported through the class registration financial assistance program for eligible low-income Mountain View residents (value is limited per family based upon qualification criteria and does not apply to golf, tennis, lap swim, special events or nonregistration-based services).

2.2 Existing Recreation Facilities

The City of Mountain View has developed a variety of parks and recreation facilities to serve a diverse population with broad and distinct interests, from indoor to outdoor, from passive to active, informal to more formal uses, from instructional to competitive. For an inventory of existing recreation facilities, please refer to the POSP, Appendix No. 9—Park Sites and Facilities. It is noted that the revision and update of the POSP was occurring during the finalization of this document.

Parks

Parks are designated as Mini-Parks, Neighborhood Parks, Community Parks or Regional Parks. In addition, there are designated trails that can be accessed from some of the parks. The parks are generally designated as north or south with El Camino Real as the dividing line. Recreation amenities in the parks are discussed below.

Picnic Facilities

Mountain View has a tradition of providing for large outdoor gatherings. This is reflected by the availability of two (2) large barbecue areas with grills that allow for outdoor cooking at Cuesta and Rengstorff Parks. Picnic areas are often associated with either playgrounds or passive areas in parks. Mountain View has twenty-five (25) passive areas, twenty-two (22) picnic areas and twenty-three (23) playground apparatus areas. Most picnic and play areas are in the same park and in close proximity to each other.

Meeting Rooms and Classroom Space

For indoor gatherings, meetings and events, several venues are available. This includes an auditorium at Mountain View Community Center, a large social hall at the Mountain View Senior Center and a meeting room at the historic Adobe Building. Smaller meeting rooms are available which include two (2) at the Community Center, four (4) at the Senior Center and a community room at the Library. Two City/school-owned gymnasiums are also available for meetings or special-interest recreation classes.

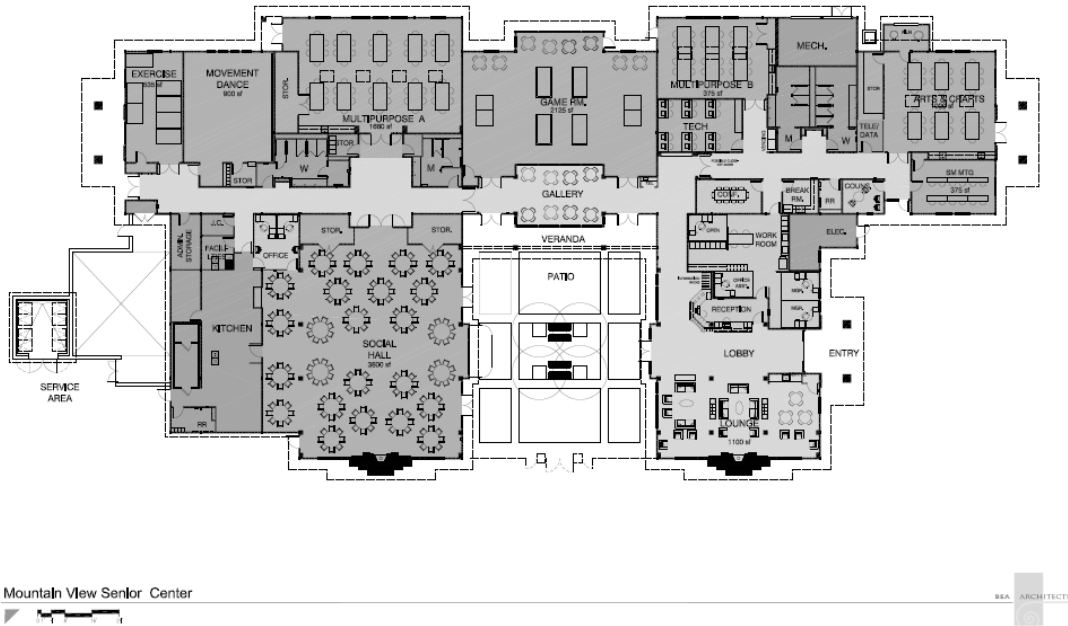


Figure 3—Mountain View Senior Center

Indoor Athletic Facilities

The City's two (2) indoor athletic facilities include Whisman Sports Center at Crittenden Middle School and the Mountain View Sports Pavilion at Graham Middle School. These include gymnasiums with classroom and activity spaces available for basketball, volleyball, classes and rental use.

Outdoor Athletic Facilities

Outdoor athletic facilities are provided for various sports such as basketball, softball, baseball, football, soccer, tennis and other athletic activities. There are thirty-nine (39) outdoor basketball courts distributed throughout the City. There are sixteen (16) permitable outdoor athletic facilities. Rengstorff Park is not permitted for organized athletic use.

Ball Field-Diamonds

There are five (5) dedicated ball fields with a total of six (6) diamonds that are used for baseball and/or softball: Callahan Field (at Crittenden)—one diamond; Graham—one diamond; Huff—one diamond, McKelvey—two diamonds, and Monta Loma—one diamond. Only one has the regulation 90' base paths and dimensions. It is located at McKelvey Park. Callahan Field is a fenced field configured for softball but is also used for baseball practice. Monta Loma has a smaller fenced field that is used for youth baseball. A number of other sites are used for baseball and softball, but those fields are not configured for diamond

sports only. For example, Stevenson has 1 soccer field with 2 softball overlays; Crittenden Field has 1 area for softball/soccer/football; and Whisman has 1 diamond with soccer overlay.

Soccer/Football Fields—Rectangular

There are fourteen (14) fields that are available in varying sizes for soccer and/or football that can accommodate various age groups and small-size teams: Bubb; Castro; Cooper; Crittenden; Eagle; Graham (2); Huff; Landels; Monta Loma; Slater; Stevenson; Sylvan; Whisman. The availability of these fields depends on the season. There are also two (2) open play areas (Rengstorff and Cuesta) that are more flexible in their use. The Department limits the uses of these areas for organized sports.

Tennis Courts

There are thirty-two (32) City-owned tennis courts in multiples of two. The largest groupings are at Cuesta Park with twelve (12) lit courts and the Cuesta Tennis Center clubhouse and Rengstorff Park with eight (8) lit courts and a support building. The fewest number in any grouping is four (4) courts. The City contracts with a private operator to provide community recreation programs and services at the Cuesta Tennis Center.

Aquatic Facilities

The park system has two (2) outdoor swimming pools, Eagle Pool (for year-round aquatic programs and services) and Rengstorff Pool (for summer season). Rengstorff Pool was replastered in 2006, and Eagle Pool is scheduled for replastering in 2007.

Other Park Sites

Other sites have various recreational amenities such as a bocce ball court, horseshoe courts (3 total), and outdoor volleyball courts (7 total).

Shoreline Golf Links

The Shoreline Golf Links Division is responsible for the operation and maintenance of Shoreline Golf Links, an 18-hole, championship-level golf course, open for group and individual play 364 days a year. Responsibilities include the booking of reservations and starting times; collection of greens fees; rental and service of golf cars; retail sales; operation of the night-lighted practice range; and maintenance of the greens, tees and fairways.

Located adjacent to San Francisco Bay in the City of Mountain View, California, Shoreline Golf Links was designed by Robert Trent Jones II and Associates and constructed in 1982 to 1983. The course is part of Shoreline at Mountain View, a 750-acre regional open space area.

2.3 Community Demographic Profile

This section provides a brief demographic profile of the Mountain View community (population, age, ethnicity, household types, educational attainment, employment and income levels), how it fits into the local and regional (Santa Clara County) demographics and highlights changes that have occurred since 1990 and may occur over the life of the Recreation Plan. See Appendix G for further detail.

- **Population**—While Mountain View's population has increased very slightly over the past 10 years, it is projected to grow by 14 percent, or from 71,900 persons in 2005 to 79,500 persons by 2015, to 86,000 in 2025.²⁰
- **Age**—While both Mountain View and Santa Clara County are experiencing an increase in the median age of residents (currently 34.6 years), population subgroups are changing differentially. For example, the age groups of "youth 5 years and under" and "young adults 25 to 34" years of age continue to decline as a proportion of the total population, while the population group 45 to 54 years and persons 65 years and over are increasing.
- **Ethnicity**—Mountain View has become and will continue to be very ethnically diverse, similar to the County and State, where no one ethnic group represents a majority of the population. For example, Mountain View's white population represented 73.3 percent of the total population in 1990 and decreased to 52 percent in 2004-05. Over the same period, Hispanic residents increased from 15 percent of the population to 16 percent, Asian/Indian population increased from 1.4 percent to 6.9 percent, the Chinese population increased from 4.3 percent to 9.8 percent, and the African-American population decreased from 5 percent to 2.3 percent.
- **Household Types**—While the number of households in Mountain View has steadily increased from 29,997 in 1990 to 32,015 in 2004/2005, subgroups of households are changing differentially. For example, some estimates show the overall number of family households has decreased from 15,645 in 1990 to 15,398 in 2004-05, while the number of family households with

²⁰ Association of Bay Area Governments, Projections, 2005.

children under 18 years has actually increased from 2,582 in 1990 to 5,089 in 2004-05. It is important to note that the number of nonfamily households has steadily increased from 10,478 in 1990 to 13,357 in 2004-05. The City has 12,957 (41.5 percent) housing units owner-occupied while 18,285 (58.5 percent) are renter-occupied. Housing affordability and density continue to be challenges for many residents.

- **Education**—Educational attainment is important to Mountain View residents, and the value of a college degree is critical in order to compete in the "knowledge economy." For example, high school graduation rates continued to increase from 5,854 in 1990 to 9,166 in 2004-05. Those with a bachelor's degree increased from 13,143 in 1990 to 14,207 in 2004-05, and graduate degrees from 8,068 in 1990 to 15,779 in 2004-05. As of the 2006-07 school year, Mountain View had twelve (12) public and eight (8) private K-12 schools as well as six (6) other private schools of varying grade levels. Recently, the public elementary schools in Mountain View have experienced declining enrollment, and the number of economically disadvantaged students (those qualifying for free or reduced lunches) has increased to over 50 percent.²¹
- **Employment**—Mountain View experienced increases and decreases in employment, from 44,294 residents 16 or older in 1990 to 42,382 in 2000 and then an increase to 52,960 in 2005. The primary occupational areas in 2004-05 included: management, professional and related occupations with 25,252 residents; followed by 6,205 residents in sales and office occupations; and 5,170 in service occupations. The top five industries in 2004-05 that employed residents included: Manufacturing—8,421; Professional, Scientific, Management, Administrative and Waste Management Services—8,891; Construction—8,421; Educational, Health and Social Services—8,044; Arts, Entertainment, Recreation, Accommodations and Food Services—3,107; and Retail Trade—1,097. Mountain View residents' median commute time to work remained constant at 21.9 minutes. The City is projected to continue to add jobs over the next several years totaling 62,840 by 2010 and 70,790 by 2025 at an annual growth rate of 1.68 with a substantial percentage of those jobs in the service industry, as well as construction, retail, education and health services. The area is the leading region for biomedical research and development. It can be anticipated that the region will continue to be a knowledge-based economy through 2025.
- **Income**—The median household income rose from \$42,431 in 1990 to \$75,411 in 2004-05. Median family income grew substantially from \$48,960 to \$98,494 in 2004-05 and was one of the highest in the nation.

²¹ Mountain View-Whisman School District Annual Report 2007, Page 19.

For a discussion of the implications this demographic profile has for community programs, services and facilities, see the trends analysis below.

2.4 Trends Analysis

This section identifies and examines current and emerging trends with accompanying potential implications for the future. Consolidating the data and analyzing the information both pinpoints the uniqueness of the Mountain View community and identifies areas of opportunity for the design and delivery of recreation programs, services and facilities. See Appendix G for further detail.

Mountain View: Unique and Distinct

Mountain View is distinct and unique from the rest of the County, State and nation in a number of ways. Some of the elements that support this distinct and unique position are:

- Less mobility;
- 35 percent of households have foreign-born individuals;
- Increased transience (fewer people live in the same house over a five-year period);
- Higher educational attainment (over double the percentage of individuals hold bachelor's degrees or higher); and
- High density with 5,861 persons per square mile (Santa Clara County = 1,303; California = 217; National = 79.6).

Other Mountain View demographic characteristics that significantly shape and influence the available resources and desirable outcome areas for leisure preferences are the percentage of various households and lifestyle groups:

- | | |
|--|------------|
| • Single Adults, Living Alone | 29 percent |
| • Older Single Adults, Living Alone | 7 percent |
| • Households and Families with Children under 18 | 39 percent |
| • Couples with no Children under 18 | 25 percent |

This corresponds to approximately 60 percent of households without children and 40 percent of households with young children.

Serving 21st Century-Style Diversity

The demographic makeup of the community will interact with other societal trends to result in a series of challenges related to an expanded definition of diversity. Some of the diversity-related challenges include:

- Serving the needs of both older adults and children;
- Addressing the differences between people living alone and those living in family settings;
- Varying generational and ethnic perceptions and preferences for "individual" versus "collective" activities and experiences;
- Varying generational and ethnic perceptions of "aging" and "family";
- The "haves" and the "have nots" which can encompass variations in income, employment, health and support systems, among other factors.

At-Risk Lifestyles

The impact of technology, as well as other environmental factors, has resulted in the nation adopting lifestyles that can be categorized as "at risk." Some of these "at-risk" lifestyle patterns include:

- Children: Indoors and Inactive
- Young Adults: Unsuccessful Transition to Adult
- Adolescents and Older Adults: Isolation
- Adults: Overstressed and Nonstop Work World

Leisure Patterns and Preferences: A Reflection of Current Conditions

A combination of demographics and lifestyle characteristics results in varying patterns and preferences for leisure expenditures and pursuits. A sample of data is presented here for consideration as to how lifestyle influences the future of parks and recreation choices. Each of the following influences may be seen as either an opportunity or a challenge for public recreation.

- Screens: Teens, younger children and adults spend ever-increasing hours in front of a screen (graphic output display device) of some kind.

- Gambling: Expenditures on gambling are three times the amount spent on movie tickets, concerts, sporting events and theater performances combined.
- Fitness and Outdoors: Eight (8) of the 14 most popular sports among older Americans (55+) are fitness-oriented, and the other six are outdoor activities.
- Entertainment: U.S. consumers spent \$367 billion on entertainment and media categories of expenditures, including sports, Internet access, filmed entertainment, television networks and video games.
- Personal Gratification: Spa treatments, shopping and dining out are at record levels of popularity.
- Experiences: People are exhibiting a growing preference for experiences rather than tangible objects or structured activities.

Big-Picture Areas of Opportunity

National trends that have been identified in Mountain View that hold the greatest potential for recreation services and opportunities include:

"Health and Wellness" including outcomes such as:

- Increased physical activity
- Stress reduction

"Creating Community" which can encompass such things as:

- Sense of place—neighborhood and community
- Sense of pride and identity—neighborhood and community
- Reduced isolation—connection to neighborhood and community

"Positive Economic Impact":

- Support for youth at risk of unsuccessful adult transition
- Support for independent living among older adults

SECTION THREE—NEEDS ASSESSMENT

This section describes the needs assessment portion of the Recreation Plan development process and essential findings from each tool. The purpose of the needs assessment was to identify recreation needs within the community and to suggest the relative priority of each identified need.

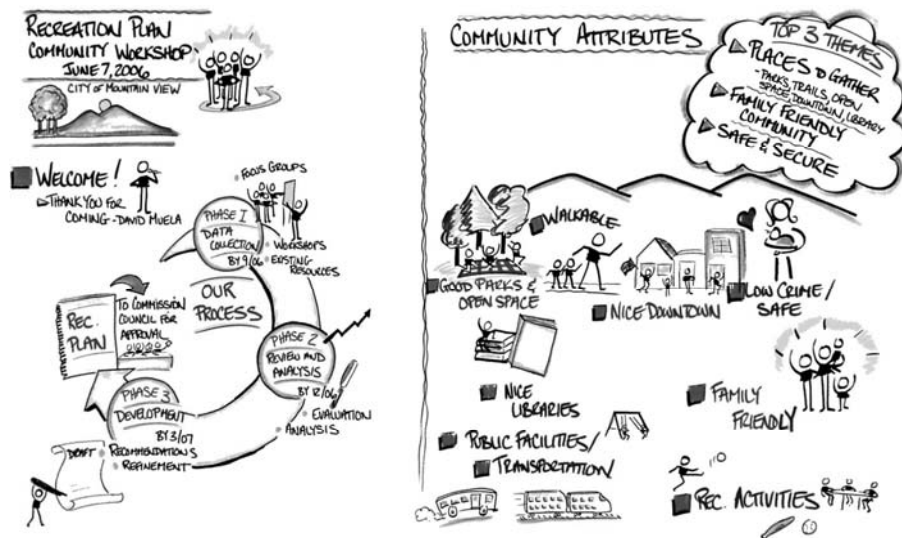
3.1 Community Inputs

The needs assessment tools used to collect public input and background information for the development of the Plan included: Community Workshops; Stakeholder Interviews; Program Participant Surveys; Community Group Surveys; Focus Groups; Staff Workshops; and a Trends Analysis. For a complete report on the findings for each activity, please see the Appendix.

A. Community Workshop No. 1—June 7, 2006

At the first Community Workshop, participants identified the most important "Community Characteristics/Attributes" as:

- Places to gather, trails, open space, downtown;
- Family-friendly community; and
- Safe and secure.



The "issues or trends" noted by participants that may negatively impact the identified Community Characteristics/Attributes were:

- Loss of open space through development;
- High density through housing and population;
- Low-income families affording or accessing programs and services.



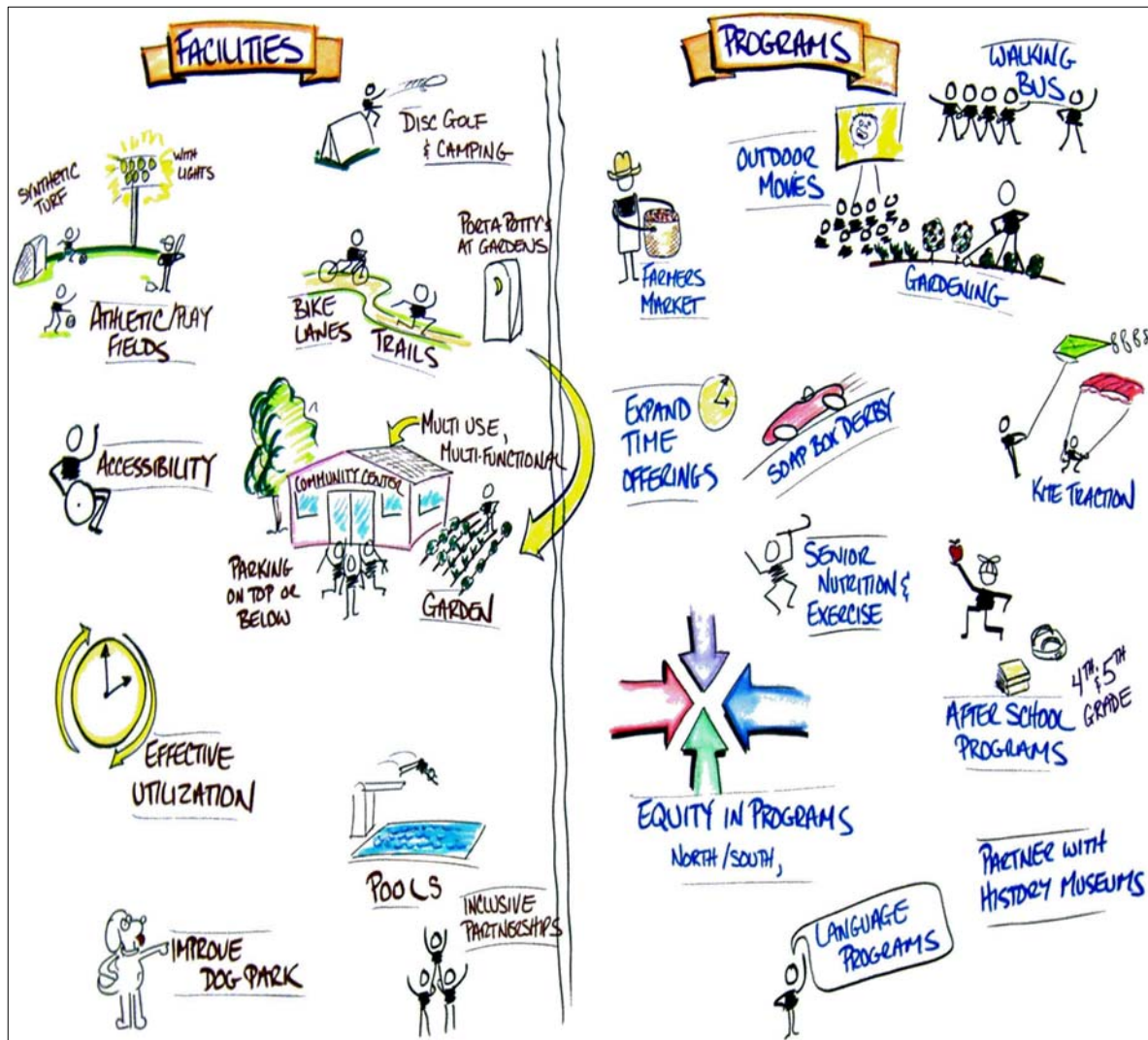
The "role of Recreation" thought to most support the Community Characteristics and mitigate issues was seen as:

- Maintain existing facilities and open space;
- Provide youth programming at school sites;
- Promote community that is accessible for all.

B. Community Workshop No. 2—September 27, 2006

At the second Community Workshop, participants discussed their views of *"what are the most important recreation programs and facilities that would best support the Mountain View Community and why."* The three areas discussed were open space, facilities and programs. A summary of the findings is given below.

- **Open Space**—Participants identified the need for maintaining existing open space with an emphasis on restoring plant life and improving the maintenance of trees. It was also determined that trails are needed, including new trails and extending existing trails. Cuesta Annex was also discussed with various positions that included keeping it as it is, planting more trees as well as utilizing the space for athletic fields.
- **Facilities**—Open space was a high priority for the workshop participants as well as more designated athletic fields so as to maintain existing sensitive open spaces. It was suggested that developer in-lieu fees be used to acquire neighborhood parks and open space. Dog parks, community center, sports complex, trails, athletic fields and general maintenance issues were also discussed.
- **Programs/Activities**—Environmental programs were an important consideration for the workshop participants. These activities included nature walks, bike rides on trails, educational programs in natural spaces as well as art programs in open space. Youth and senior programs received a high degree of discussion with an emphasis on health and wellness and youth development programming. In the delivery of programs, services and facilities, participants spoke to the need for increased awareness of programs through promotion and marketing.



C. Stakeholder Interviews—June 7 and June 8, 2006

The stakeholder interviews provided a forum for direct and candid dialogue about what role the Recreation Plan will play in supporting the community by mitigating issues and supporting residents' quality of life. Interviewees were selected based on their interest in parks and community recreation as well as their insight and/or knowledge about the community concerning parks, recreation and community services. A total of thirty-one (31) stakeholders were interviewed and are listed in the Appendix. The stakeholders discussed six areas as summarized below.

- **Community Characteristics**—Community characteristics can be defined as the social aspects of a community that make it a desirable

place to live, work and/or play. Stakeholders identified Mountain View as a community with a small-town atmosphere where people are friendly. Mountain View was viewed as a safe place to raise family with progressive politics and a friendly government. Diversity is highly valued. Interviewees underscored Mountain View as a clean place with beautiful spaces and architecture. Mountain View has a great downtown, good trails, neighborhood parks and great performing arts. These characteristics are a result of the engaged citizenry, collaboration and a good municipal government.

- **Issues Impacting Key Characteristics**—Stakeholders considered a growing population with higher density of building as an important issue and threat that could negatively impact the Mountain View community. Open space is being threatened as well as access due to various constraints on residents. Housing is becoming unaffordable for many. There is a growing population of unsupervised kids and gangs. There is also a growing population of transients. There should be more things for youth and teens to do in places where they feel safe to "hang out." The population is becoming gentrified. People are working harder and are more stressed.
- **Role of Parks, Recreation and Community Services**—Stakeholders cited the need to promote the strong sense of community experienced in Mountain View. Increased publicity of what is available and how to access it was also identified. Staff was encouraged to: increase youth programs and involve youth with the identification of those programs; continue to maintain what is already in place and look at innovative ways to provide services in the future; increase the walkability of the City, including neighborhood parks and places that are connected with the trails for walking and biking; and strengthen existing relationships with community partners and build new ones.
- **Recreation Plan Goals**—Stakeholders wanted the Recreation Plan to continue to identify opportunities to increase green/open space for the community. They wanted it to evaluate and assess programs and services to ensure they met the needs of the community. The Plan should maintain and strengthen what is already in place as well as develop relationships and partnerships to expand services and facilities, while ensuring access for all.
- **Most Important Program**—Youth and families seem to be two target groups that could be served by a variety of programs. Community events, environmental programs and activities that connect people were also identified as important programs.

- **Most Important Facility**—A community center, athletic facilities and youth facilities were identified most often.

D. Program Participant Surveys—Summer/Fall 2006

The participant survey provided participants who are the direct recipients of programs and services or users of community facilities to voice their opinion. The survey was mailed to over 1,300 participants of City of Mountain View recreation classes, included in the fall 2006 Recreation Activity Guide, and printed in the August 4, 2006 edition of the *Mountain View Voice*. Two hundred fifty-one (251) surveys were returned. A complete report of the responses is found in the Appendix. Survey responses most often mentioned are included below according to the six survey topics:

- **Community Characteristics**—The characteristics listed by survey respondents to distinguish Mountain View were: parks; the variety of recreational programs/activities; library; quality of recreational programs; affordable and well priced programs; concerts/entertainment/festivals; pool facilities and swim programs; community feeling; relaxing and safe environment; schools, after-school programs, and classes.
- **Changes Needed to Meet Recreation Needs**—Survey respondents identified: increased recreation programs and expanded recreation schedule; increased number of parks, fields and make park improvements; preservation of open space; extend swim hours.
- **Community Issues or Challenges**—Survey respondents identified: affordable housing/housing issues; population growth/space for programs; traffic issues/transit; maintain open space; effective school system/improve public schools; create additional parks/expand existing parks; affordability of area/income/wealth gap/programs; additional athletic facilities.
- **Programs/Services Outcomes and Benefits**—Survey respondents identified the benefits as: educational/learning; socialization/friends; affordable; exercise/physical activity; community building; safety; outdoor activity; health; fun; qualified staff/programs.
- **Needed Program**—Survey respondents identified: more teen activities/locations/after-school programs; more adult classes.

- **Needed Facility**—Survey respondents identified: indoor pool/slide/"lazy river"; more sports fields; new gym for weights/gymnastics/courts.

E. **Community Group Surveys**

As part of the community input process, a survey was distributed to forty-nine (49) nonprofit, educational and community service organizations. The following community groups responded to the survey: Los Altos-Mountain View Pony Baseball; St. Joseph's School; St. Athanasius Catholic Church; Yew-Chung International School; Shoreline Community Church; West Valley Dog Training Club; Friends of Deer Hollow Farm; Friends of Stevens Creek Trail; and Huff School. The survey respondents provided information in seven areas: community characteristics; changes needed to meet recreation needs; community issues or challenges, community strategies that can help to meet the challenges; items needed in the Plan; the outcomes and benefits to be associated with recreation programs, services and facilities; and the most important recreation programs and facilities to be added.

F. **Focus Groups—February 27, February 28, and March 1, 2007**

The purpose of the focus group process was to review and refine key themes or goals for the Recreation Plan based on the information gathered in the workshops, stakeholder interviews, community questionnaire, and surveys in four areas: program and facility delivery outcomes; program and service needs; facility needs; and administrative considerations. Six (6) groups of participants were recruited from the community based on their level of interest, insight and/or knowledge about the community concerning parks, recreation and community services as well as to represent a diversity of experiences, variety of interests and ethnic and cultural diversity. A list of focus group participants is found in Appendix A. The focus group members were invited to review/reflect on those responses that received the highest priority during the initial public input phase in the four areas below.

- **Desirable Programs/Services Outcomes**—Benefits or outcomes are what people seek when participating in recreation activities. The focus group members emphasized "sense of community" and that the highest-priority responses in the Prioritization Matrix (i.e., Access for All, Open Space, Safety and Security, Expanding Community Resources/Capacity, Lifelong Learning, Walkable Community) should be what defines "community." There was a concern that health and wellness did not have a higher priority. Access continued to be a

highly valued community attribute as well as cultural diversity, open space and the environment.

- **Programs and Services**—The programs and services are those activities that are recreational in nature. Youth programs, environmental education, sports, family services and access were high priorities for the focus group members. In general, participants agreed with the priorities illustrated on the Prioritization Matrix (i.e., after-school programs; hiking, biking, walking; school site programs; academic/homework assistance; community language classes; downtown events/activities; environmental education; stress reduction programs; volunteer activities; youth activities; and youth and adult sports) but see a need for more emphasis on health and wellness-oriented activities.
- **Facilities and Amenities**—Facilities included those that are recreational only such as parks, athletic facilities, trails, open space and meeting/gathering places. Focus group members agreed with the Prioritization Matrix relative to facility needs (i.e., Open Space, Park Amenities, Recreation Center, Sports Fields, Trails). Additional considerations included emphasis on a community center, sports facilities, open space, natural spaces, access to school sites, neighborhood spaces, increased collaboration with potential partners to expand spaces for the community, and youth facilities.
- **Administrative Considerations**—The administrative considerations are those activities that support access and the participant's experience with the program, facility or service. Collaboration and access continued to be a major theme of those participating. High priorities in addition to the Prioritization Matrix (i.e., neighborhood programs/satellite/outreach; expand school collaboration; increased access for low income; increase partnerships) included: highly trained and knowledgeable staff; utilization of school sites; involving the community in planning; youth development programs; and neighborhood services. Increased collaboration and partnerships should be a high priority in the delivery of services.

G. Staff Workshops

The Recreation Division staff participated in two (2) workshops to gain their perspectives on what Mountain View residents have in the way of recreational options. Staff also refined the results and discussed action steps that would assist in addressing the needs through programs and services.

H. Trends Analysis

The trends analysis provides for a review and consideration of the myriad of shifts and changes within society and the world that ultimately make a difference in how people choose to use their free time and what may be driving these choices in their daily lives.

SECTION FOUR—RECREATION PROGRAMS AND FACILITIES

4.1 Program Demand and Needs Analysis Methodology

This section analyzes the demand for recreation programs/services, facilities and athletic fields. The demand analysis assists in determining the unique needs of the Mountain View community. The demand for programs and services was derived from the number of times a program or service was identified by the public across the assessment tools summarized above. This is reviewed and weighted with the frequency in which the program was requested throughout the public input process as well as the analysis of the trends and current usage patterns. The ranking system used to determine the top-priority needs for programs, services, outcomes and facilities is as follows. Identified needs receiving: six (6) or more points were considered the "top priority;" five (5) points were "high priority;" and, those below four (4) points were a "priority." Any programs receiving below a score of four (4) were considered a low priority and not considered further for inclusion in the Plan. This information was then compared to the existing City recreation programs and services to determine whether the existing inventory is adequate in terms of the demand.

4.2 Program Needs Summary and Prioritization

The Prioritization Matrix for programs, which can be found in the Appendix, combines results from the public input process as well as the trends analysis. The needs are listed in no particular order. The priority of needs listed below resulted from noting those activities that were most frequently and/or consistently raised throughout the public process. The program priority needs were as follows:

Top-Priority Programs (6 or more points):

- After-School Programming
- School Site Programs

High-Priority Programs (5 points):

- Academic/homework assistance
- Community events
- Environmental education
- Hiking/walking programs
- Volunteer/Civic Services
- Youth Activities
- Youth and Adult Sports

Priority Programs (4 points):

Downtown events/activities
Family programming
Language arts
Stress reduction
Teen programs/services

4.3 Program Outcomes Summary and Prioritization

Program outcomes are the measurable benefits that are intended as the result of implementing a program or service. They are considered the measures that have been developed for the purpose of gauging progress towards supporting the Vision of the Recreation Plan, which in turn reflects the community's input as to how the programs can support the residents. Outcomes were identified through the public input process and are reflected on the Outcomes Matrix located in the Appendix. The results for program outcomes were as follows:

Top-Priority Outcomes (6 or more points):

Promotes Access for All
Stewards Open Space
Enhances Safety and Security

High-Priority Outcomes (5 points):

Expands Community Resources
Promotes Lifelong Learning
Supports a Walkable Community

Priority Outcomes (4 points):

Promotes Cultural Diversity
Encourages Health and Wellness
Builds a Strong Sense of Community
Supports Asset Development for Youth

4.4 Program and Service Recommendations by Target Market

Program recommendations address seven categories of "target markets." Target markets can be defined as a specific market segment or population group to which a particular service, program or facility is marketed. These markets are often defined by age, gender, geography and/or socioeconomic grouping. The seven categories used for this Plan include: Preschool-Aged Youth; Elementary

School-Aged Youth; Middle School-Aged Youth; High School-Aged Youth; Adults 18 years and over; Families; and Mature Adults. While further prioritization and phasing of implementation is needed, the highest-priority program and/or service areas identified for the following target markets are:

Preschool-Aged Youth

1. Asset development programs
2. Arts
3. Environmental education/nature programs and activities
4. Parent and tot activities
5. Family programming
6. Celebrating diversity programs
7. Physical fitness
8. Bilingual
9. Science fun
10. Sports
11. Water activities/aquatics

Elementary-Aged Youth

1. Asset development programs
2. Academic/homework assistance
3. Arts
4. Out-of-school care/after-school programs/extended hours
5. Hiking, biking, and walking programs
6. Environmental education/nature programs and activities
7. Events
8. Family programming
9. Programs and services for health and wellness education
10. Celebrating diversity programs
11. Language classes
12. Volunteer/civic opportunities
13. Science fun
14. Noncompetitive, recreational sports
15. Sports
16. Aquatics
17. Physical fitness

Middle School-Aged Youth

1. Asset development programs
2. Academic/homework assistance
3. Arts
4. Out-of-school care/after-school programs/extended hours
5. Hiking, biking and walking programs
6. Environmental education/nature programs and activities

7. Events
8. Family programming
9. Family services
10. Gang prevention programs
11. Programs and services for health and wellness education
12. Celebrating diversity programs
13. Language classes
14. Volunteer/Civic opportunities
15. Science fun
16. Sports
17. Noncompetitive, recreational sports
18. Aquatics
19. Physical fitness

High School-Aged Youth

1. Academic/homework assistance
2. Environmental education/nature programs and activities
3. Health and wellness education
4. Volunteer/civic opportunities
5. Physical fitness
6. Noncompetitive, recreational sports
7. Arts
8. Mentoring, job training, career development and college preparatory
9. Family services
10. Gang prevention programs

Adults 18+

1. Job training and career development
2. Health and wellness, nutritional education
3. Environmental education/nature programs and activities
4. Events
5. Languages
6. Physical fitness
7. Volunteer/civic opportunities
8. Aquatics
9. Sports

Families

1. Aquatics
2. Interactive family programs and activities—Parent 'n' me, etc.
3. Environmental education/nature programs and activities
4. Health and wellness education
5. Volunteer/civic opportunities
6. Physical fitness

7. Events
8. Hiking, walking, or biking programs
9. Family services and resources

Mature Adults

1. Aquatics
2. Health and wellness programs and activities
3. Environmental education/nature programs and activities
4. Events
5. Physical fitness
6. Volunteer/civic opportunities
7. Sports

Other program considerations:

Community-wide events

Downtown events and activities

4.5 Facility Needs Summary and Prioritization

The Facility Needs Summary Prioritization Matrix, Appendix M, combines results from the public input process and trends analysis. In identifying the priority of the facility needs, those facilities most frequently and/or consistently presented throughout the public input process received the highest priority.

Top-Priority Facilities (6 or more points):

Open Space

High-Priority Facilities (5 points):

Recreation/Community Center

Trails

Priority Facilities (4 points):

Park amenities

Pool/aquatic facilities—new/expanded

Sports Complex

Teen Center

SECTION FIVE—ATHLETIC FIELDS

5.1 Athletic Facility Needs Analysis Methodology

The process for assessing the need for additional facilities is predicated on the classic method of Supply/Demand/Need. In this process, the supply is the actual field availability in any given period of the year. Thus, if a baseball field's outfield is used for soccer in the fall, the field is counted as a baseball field in the spring and a soccer field in the fall. Adjustments are made for rainouts that require make-up games, the time of sunset for the period and fields taken out of service for restoration. The evaluation period is always a week since the majority of schedules repeat weekly. Once the supply template is set for the given period, the result is the total number of hours of field availability.

The demand is the actual current usage by each sport for the most recent year. This can be adjusted by population increases and estimates of latent demand as well as other factors. The usage can be allocated to specific fields so that the usage pattern becomes clear. In traditional assessments, a standard is used to measure the need. This can be either a "population standard" or a "service level standard." A population standard would identify the facility and give it a frequency of occurrence, e.g., one Little League field for every 5,000 residents. In a city like Mountain View, that standard would mean the need for 14 Little League fields. Such generic numbers have drawbacks and inaccuracies and do not address the issues of scarcity and expense/cost of resources. The standard used in this process is a "modified service level standard" which is based upon a community-identified standard to meet a desired level of service.

The need is calculated by distributing the hours of demand over the fields used by each sport and league division. Thus, Little League Baseball is allocated to Little League fields, girls' softball is allocated to softball fields and so forth. This allows analysis of the field utilization and can, when appropriate, be used to redistribute use for more effective field management. The same analysis can indicate which type of field is needed. A more detailed look at the Mountain View athletic facilities is provided below.

Athletic Field Supply

The supply of athletic fields in Mountain View appears to be a major issue and is exacerbated by the lack of available undeveloped land to increase the number of fields and a strong demand to maintain/increase undeveloped open space. While many jurisdictions face competition from year-round sports, as does Mountain View, the population is also composed of a large percentage of young

adults in the 19-34 age group that have limited opportunities for athletic participation. This situation generally leads to a higher incidence of latent demand, which is only accurately measured by a survey that randomly samples the population to assess the level of demand that exceeds the current participation. The extent of latent demand may be a moot point if the current demand exceeds the available supply of facilities, especially if it exceeds the City's capacity to provide facilities to meet additional demand. The key elements in assessing need for athletic facilities are described in the following pages. They include supply, demand and need.

Athletic Fields

There are essentially three types of athletic fields: (1) diamond fields—used for baseball and/or softball; (2) rectangular fields that can be used for football, soccer, field hockey, lacrosse and other similar games; and (3) overlay fields, which can be defined as the practice of lining out a designated field on top of an existing field used for a different purpose. The most common overlay is to use one or more diamond outfields to create a soccer or football field. Table 1 below shows the fields used in Mountain View.

Athletic Field Supply Factors

There actually was a time when each sport had a season and during that season the sport had a field assigned for that sport's use. With the advent of year-round participation in many of the sports, determining the availability of athletic fields has become more complex. The factors conditioning availability described below are: playability, culture of use, user transformation of assigned fields and climate.

The primary factor is field "*playability*." If the field is safe, it will generally be used. It may not have grass or other aesthetic features and may become degraded through overuse but is still considered by the user as "playable." The primary impacts on athletic field "playability" include: rain; field lighting; soil type; length of use; intensity of use; and maintenance. In Mountain View, the major impacts to playability are year-round use and marine clay soils, which make a robust turf program all but impossible. The primary field shortage period occurs in the November-through-March time frame, when there is inadequate lighting. If the 25 existing fields were able to withstand the use, lighting a few fields could eliminate the entire deficit of fields. The overuse of fields can be resolved by installing synthetic turf fields. A lighted synthetic turf field will provide a minimum of 67 percent increased availability. Given the history of spring rain events and the clay soils, Mountain View would get greater benefits from a lights and synthetic turf combination than synthetic or lights

alone. These benefits include high-quality, high-use fields and potentially reduced operating costs.

The second key factor is "*culture of use*," or how a community uses its fields over time. The community use of fields evolves over time and dictates the way the fields will be used. Changing that culture is very difficult and may affect the entire supply of volunteers that make the athletic leagues functional. In some jurisdictions, based on culture of use they may not play on a given day, or may start practices and games earlier or later. In Mountain View, the athletic programs start relatively early, around 4:00 p.m. This allows for a bit of sunlight in the winter afternoons, but the lack of field lighting is the single biggest deficit and constraint for the athletic program.

A third factor is the "*user transformation of assigned fields*." This describes the difference in how fields are permitted for use and how the user groups lay out and use the field space. Some of that variance is due to definitions, e.g., younger participants may turn a regulation soccer field into several small-sided soccer fields for use. Other variations are a reaction to overcrowding where a field may be modified to provide space for more users. In Mountain View, all of these characteristics are present. Open play areas are used to make small-sized soccer fields and each sport seems to have a method for allowing greater usage than the fields permitted. The groups do this by turning spaces into multiple fields through mobile goals and backstops. The result is often overuse impacts in wider areas of the fields.

The last and most obvious factor is the "*climate*." In Mountain View, during the late fall to early spring, the fields are often wet and unavailable for periods after rain events due to the marine clay soils. Mountain View also has an Athletic Field Use Policy that takes a field out of service when it reaches a certain point of degradation or when it is wet. The climate allows for near year-round participation that may affect any given sport so the demand for fields far exceeds their capacity for playability and they have to be taken out of service.

In the following Table 1—*Designated Spring and Fall Fields*, the distribution of fields by season of the year is shown for north and south parks. Since baseball and softball are played in the spring the majority of fields are configured as diamonds. In the fall, the diamonds are often changed to soccer fields by marking the outfields. Officially, Mountain View has 20 field areas. In the fall, there are only 18 fields since two of the soccer fields require both outfields of two smaller diamonds.

Designated Spring and Fall Athletic Fields						
Park Site Name	Field Area	Spring		Fall		Comments
North Parks		Diamond	Rectangular	Diamond	Rectangular	
Crittenden	Callahan	1 SB 60'/65'		1 SB 60'/65'		Lighted, Fenced 304'C
	Crittenden	1 SB 60'/65'			1 Overlay FB & Soccer	Lighted
Monta Loma	Field A	1 BB 60'		1 BB 60'		Fenced
	Field B		1 small, U-10		1 small, U-10	1BB Practice
Slater	Slater	1 BB			1 Overlay Soccer	2 portable backstops for LL/SB use
Stevenson	Stevenson	1 SB 60'			1 Overlay FB & Soccer *	Also used for T-Ball
	Stevenson	1 SB 60'				
Whisman	Whisman	1 BB 60'			1 Overlay Soccer	
South Parks		Diamond	Rectangular	Diamond	Rectangular	Comments
Bubb	Bubb	1 BB/SB 60'			1 Overlay Soccer	Some T-Ball
Castro	Castro		Open Play Area		Open Play Area	Used for soccer
Cooper	East	1 BB/SB 60'			1 Overlay Soccer*	skinned
	West	1 BB/SB 60'				skinned
Eagle	Eagle		Open Play Area		Open Play Area	Used for Soccer Spring/Fall
Graham Sports Complex	Grass	1 BB/SB			1 Overlay Soccer	All weather competition track. Unlit FB, Soc & Lax
	Synthetic		1 Soccer		1 Overlay Soccer	
Huff	Huff	1 BB 60'			1 Overlay Soccer	
Landels	Landels	1 BB			1 Overlay	
McKelvey	Large	1 BB 90'		1 BB 90'		Lighted, Fenced, Used for Football
	Small	1 BB 60'		1 BB 60'		Not Lighted
Sylvan	Sylvan		Open Play Area		Open Play Area	Used for soccer and Volleyball
Park Sites = 14	Field Areas = 20	15	5	4	14*	*Stevenson & Cooper overlay 2 diamonds

Table 1—Designated Athletic Fields—Spring and Fall

Athletic Field Demand

Demand for athletic field use in Mountain View is typical in that 5 percent to 7 percent of the population participates in active organized sports. In 2006, there were an estimated 7,731 registrations or 10.6 percent of the City population. However, few individuals participate in only one sport or for only one season. Consequently, the actual percentage of individuals participating is lower, at slightly more than half of the total registrations. Two variables impact this demand level.

Low Number of Fields. The first variable impacting the demand level is the relatively low number of fields. Mountain View has twenty (20) field areas for a population of 70,000. This is low by either of two methods used. Prior to 1990, the NRPA had Suggested Facility Development Standards that indicated an average of one athletic field of some kind per 2,000 residents, or which would have suggested 35 fields for Mountain View. A more accurate measure is the actual number of participants currently using the athletic fields. For fields with no lights, the demand in the early spring and late fall is usually much higher than it is toward the summer due to fewer hours of daylight. Consequently, one unlit field will generally support 5 to 7 teams through a season. In Mountain View, the lack of lights would mean that there is a need for between 35 and 50 fields. Lighted fields can accommodate 10 or more teams per field, depending on weather, which would mean that Mountain View would have an adequate number of fields if additional existing fields were lighted. Lighted fields, however, would only exacerbate the playability problems on the fields.

Latent Demand. The second variable is the "latent" demand. Latent demand can be defined as the percentage of additional demand that exists but is not part of the current participation because there is no space or time for them to participate. There are a number of indicators that Mountain View has a fairly high level of latent demand. One is the number of "unpermitted" teams or incidences of "unpermitted use." Both refer to the practice of searching for fields that are not being used and playing until you are "asked to leave" the field by a permit holder. Anecdotal reports suggest a significant amount of field unpermitted use which would indicate a high level of latent demand. In calculating demand for the athletic fields, the consultant has used 15 percent as the latent demand figure. This number would represent another 525 registered participants per season.

Current Use

The participating organizations and registrants that make up the current use demand are presented in Table 2 on the following page:

Mountain View Field Use Summary 2006

Demand Factors	Season		League Part.		Teams			Practices		
Organization	Season	Dates	Age(s)	Qty (Max)	Max Indiv/Team	# Teams	Total Players	Qty/ Wk	Max Hrs/ Day	Hrs/ Wk
MV Little League—Baseball	Spring	2/15-7/15	5-14	350	14	28	392	3	3	20
	Fall	8/20-11/19	5-14	50	14	4	58	3		0
MV Babe Ruth—Baseball	Spring	3-7	13-19	170	16	10	160	1	1	0
	Fall	9-11	13-19	150	16	10	160			0
LA-MV Pony League—Baseball	Spring	2-8	5-18	1,000	13	85	1,105	2	4	8
MV-LA—Girls Softball	Spring	2-7	5-15	450	13	40	620	2	2	0
NOVA Girls Travel Softball	Summer/ Fall	6/1-12/1	8-16	90	12	7	12	3	3	0
City of Mountain View—Recreation Division—Adult	Spring/ Fall	4/1-11/7	18U	450	15	42	630	N/A	N/A	N/A
New Millennia Athletic Club Flag Football (Mens)	Spring/ Summer	4-7	18U	70	10	7	70	0	0	0
MV Marauders Football	Fall	7/30-11/29	7-15	150	35	5	175	3	2	0
MV Marauders Cheerleading	Fall	7/30-11/29	7-15	150	35	5	175	N/A	N/A	N/A
AYSO 45 Youth Soccer	Fall	8/15-11/15	U6	110	10	11	110	0	0	0
AYSO 45 Youth Soccer	Fall	8/15-11/15	U6	90	10	9	90	0	0	0
AYSO 45 Youth Soccer	Fall	8/15-11/15	U7	160	8	20	160	1	1	0
AYSO 45 Youth Soccer	Fall	8/15-11/15	U7	96	8	12	96	1	1	0
AYSO 45 Youth Soccer	Fall	8/15-11/15	U8	160	10	16	160	1	1	0
AYSO 45 Youth Soccer	Fall	8/15-11/15	U8	118	10	12	120	1	1	0
AYSO 45 Youth Soccer	Fall	8/15-11/15	U9	153	13	12	156	1	1	0
AYSO 45 Youth Soccer	Fall	8/15-11/15	U10	116	13	9	117	2	1.25	0
AYSO 45 Youth Soccer	Fall	8/15-11/15	U10	194	13	15	195	2	1.25	0
AYSO 45 Youth Soccer	Fall	8/15-11/15	U12	153	13	12	158	2	1.25	0
AYSO 45 Youth Soccer	Fall	8/15-11/15	U12	116	13	9	117	2	1.25	0
AYSO 45 Youth Soccer	Fall	8/15-11/15	U14	75	15	5	75	2	1.25	0
AYSO 45 Youth Soccer	Fall	8/15-11/15	U14	74	15	5	75	2	1.25	0
AYSO 45 Youth Soccer	Fall	8/15-11/15	U16	28	14	2	28	2	1.5	0
AYSO 45 Youth Soccer	Fall	8/15-11/15	U16	34	17	2	34	2	1.5	0
AYSO 45 Youth Soccer	Fall	8/15-11/15	U19	28	14	2	28	2	1.5	0
AYSO 45 Youth Soccer	Fall	8/15-11/15	U19	19	19	1	19	2	1.5	0
MV-LA Soccer Club (competitive/travel)	Year round; highest use Fall/Spring	4-7; 8-12	U8- U19	800	18	50	900	2-3/ wk	2	11/ wk
Graham Middle School	Fall, Winter, Spring	8/28-5/17	11-14			5 per season	0	2	2	0
Crittenden Middle School	Winter/ Spring	2/26-4/5; 4/7-5/16	11-14	140	36 soccer; 40 track	2	140	4-5/ wk	1.5	
MV Recreation—Youth Sports	Year round		6-12	1,500	40/class/ camp		1,500	4-5/ wk	1.5	
							7,731			

Table 2—Athletic Field Use Summary 2006

Mountain View Field Use Summary 2006 (Continued)

Games		Rain/Make up	Field Use			Comments
Qty/Wk	Max Hrs/Game	# Days, Games	Field Size(s)	Fields Used Qty	Field Permit List	
30	2.5	60	60' & 90' basepath	14	McKelvey (big/little); Monta Loma main/grass; Slater dirt/grass; Whisman dirt/grass; Landels dirt/grass; Bubb dirt/backstop/grass; Eagle	
					McKelvey (big)	
12	2	5	90' basepath	1		
12	2	5		1		
24	3	2	60' & 90' basepath	4/MV & 6/LA	Bubb; Cooper East; Cooper West; Huff	
2	2	10	60' basepath	7	Stevenson-2; Callahan; Crittenden; Slater; Whisman; Others for 6U and 8U practice	Graham added 2007
0	0	0	60' to 90' basepath	2	Stevenson	Travel Team. No games in MV
18	1.25	10	60' basepath	2	Callahan; Crittenden	Leagues; COED, Men's C, Men's C3 & Men's D
6	0.75	0	60' basepath	1	Crittenden	
5	2	0		3	Stevenson—August only; Crittenden, McKelvey, + Graham 2007	No games in MV prior to 2007
N/A	N/A	N/A	N/A	N/A	Whisman Sports Center and MVSP	
1	1.5	Infrequent	Varies	1	Bubb*	Boys
1	1.5	Infrequent	Varies	1	Bubb*	Girls
1	1.5	Infrequent	Varies	1	LASD*	Boys
1	1.5	Infrequent	Varies	1	Huff*	Girls
1	1.5	Infrequent	Varies	1	LASD*	Boys
1	1.5	Infrequent	Varies	2	Castro*, LASD*	Girls
1	1.5	Infrequent	Varies	2	Bubb*, Huff*	Boys
1	1.5	Infrequent	Varies	1	Slater*	Boys
1	1.5	Infrequent	Varies	2	Landels*, Huff*	Girls
1	1.5	Infrequent	Varies	1	Crittenden*	Boys
1	1.5	Infrequent	Varies	1	Whisman*	Girls
1	1.5	Infrequent	Varies	1	Cooper*	Boys
1	1.5	Infrequent	Varies	1	Cooper*	Girls
1	1.5	Infrequent	Varies	1	Stevenson*	Boys
1	1.5	Infrequent	Varies	1	Stevenson*	Girls
1	1.5	Infrequent	Varies	1	Stevenson*	Boys
1	1.5	Infrequent	Varies	1	Stevenson*	Girls
30	2	8	Varies	11	Monta Loma, Crittenden, Callahan, Stevenson, Cooper, Huff, Eagle, Castro, Sylvan, Graham, Whisman	Male & Female; Advocates all-weather turf fields and lighting
2	3.5	3	Diamond & Rectangle	1	Graham	Male & Female; also use MVSP
2	2		Rectangle	1	Crittenden and Graham 2007	Male & Female; also use WSC
		5	Diamond & Rectangle	3	Rengstorff, Cooper, Monta Loma	Soccer, Baseball, Flag Football

Table 2—Athletic Field Use Summary 2006 (Continued)

5.2 Athletic Facility Assessment Summary and Prioritization

The primary impacts on athletic field availability include:

1. The amount and frequency of soaking rains during the November-to-March time period of the year;
2. The lack of field lighting during the shortened days of the fall, winter and spring;
3. The marine clays that compose the majority of the City's soils and make rain events a two-day impact on field use;
4. The high demand for year-round field use that impacts the recovery capability of turf and, thus, the condition of the fields;
5. There are adequate fields during periods of no rain and longer days. However, even under these conditions, the intensity of use results in field deterioration. The soil conditions prevent developing good, sustainable turf, which requires frequent irrigation during dry periods. The cost of water is becoming a factor in many jurisdictions.

Athletic Field User Group interviews, survey and comments clearly show that there are other groups and individuals that would use the fields if they were available. This seems to be particularly true of the need for rectangular fields. The utilization model verifies the needs indicated here. The following table shows the utilization by study week.

Peak Week	Diamond Field Utilization			Rectangular Field Utilization		
	Demand (Hrs)	Supply (Hrs)	Utilization Percentage	Demand (Hrs)	Supply (Hrs)	Utilization Percentage
3-20-06	496	585	84.79	175	249	70.42
6-04-06	489	669	73.09	155	298	52.10
9-17-06	125	117	106.8	414	650	63.7
11-12-06	115	89	129.2	400	412	97.1

Table 3—Athletic Field Utilization Model Results

The utilization models are included in Appendix I—Athletic Fields Data, along with a description of how they work and possible alternatives that can be evaluated. For the Recreation Plan development process, the models were created at the basic level. This means that the Utilization Model Results shown

in the table above are a best-case scenario given the data received from the sports organizations. If rain-outs or other barriers to play are included, the field availability will be reduced. The table shows a heavily utilized set of fields. The fact that there is a greater percentage of utilization in the late fall and early spring reflects the lack of field lights during the season. In all likelihood, the number of teams and participants is constrained by the knowledge that the fields will not be available halfway through the season. Building new fields may not resolve the supply issue unless the fields are lighted.

In summary:

1. The need for additional athletic field capacity is very high.
2. The ability to meet the capacity through additional fields will be marginally effective unless fields are lighted.
3. Fields need to be maintained to provide playability.

5.3 Athletic Facility Options

The primary issue surrounding the athletic fields in Mountain View is one of "*playability*." Athletic fields should be safe; free from rocks and debris; grassed, to some extent, where it is supposed to be grassed; and free from pits, holes and uneven surfaces. The effort needed by staff to keep the existing fields in some sort of "playable" condition is exceeded only by the increasing costs of maintaining these fields. The result is marginal fields.

Most of the soils in Mountain View are a variety of clay that have poor drainage, do not retain humus and do not allow adequate root growth to stabilize the grass and create a turf. When faced with heavy and frequent use, these fields are only one event of "play on a wet field" from losing significant grass coverage on the field. This can result in no grass for the remainder of the season. The problem is exacerbated by the year-round use of the fields, which prevents the fields from recovering until they are "taken out of service."

The only effective means of resolving these playability issues is to either undertake: (a) complete field renovation; or (b) strategically place synthetic turf to accommodate the heaviest use. Both options are expensive. These options are discussed below.

Complete Field Renovation—Involves: (1) stripping the existing soils, (2) installing effective underground drainage for both rain and irrigation water, and (3) replacing soils with a sand dominant (60 percent to 80 percent) mixture. A rigorous turf management program is needed to maintain the new turf. This is

labor-intensive and along with the cost of the materials, supplies and equipment make a complete field renovation a very expensive approach. Further, excessive use can still damage the turf, requiring major renovation every 10 years or so. A renovation will generally enable a field to be used from 300 to 500 hours a year.

Synthetic Grass Field—Involves: (1) stripping the existing soils, (2) installing effective underground drainage for both rain and water, and (3) replacing the soils with a subbase for the synthetic turf and carpeting the field with the new varieties of synthetic turf. Synthetic turf is a nonabrasive surface that plays like natural grass. It is very durable and can withstand virtually unlimited play unlike natural turf. The shape, texture, feel and spacing of the synthetic grass fibers are all designed to resemble real grass. There are many benefits of synthetic turf fields compared to traditional playing surfaces, including:

- Rain drains off of the field quickly.
- The field maintains its resilient qualities over time and will not stiffen, thus enabling athletes to enjoy a consistent natural bounce to the surface throughout the life of the field.
- Maintenance is minimal; there is no mowing, irrigation, fertilization, weed control, aeration or overseeding required.
- Players can use all types of athletic shoes and have good traction in wet or dry conditions.
- The turf is nonabrasive and allows athletes to pivot or slide on the turf surface, without risk of "turf burn" injuries.
- Synthetic turf fields, if lighted, are available during all seasons and most weather conditions or over 2,000 hours per year. Unlighted fields are available about 1,000 hours a year.

Given that the cost of installation is about the same for synthetic grass and the complete field renovation, the synthetic turf is actually the more economical of the two options due to the reduced field maintenance requirements. This can release staff resources to undertake priority maintenance that has been under-resourced, thereby increasing productivity. It also provides a facility built for year-round use and increases the utilization of fields without damaging them.

An even more sound approach from an economic and playability standpoint is to invest in synthetic surfaces **and** light the synthetic field areas. Conversion of fields to synthetic turf with lighting will increase the capacity of each improved field area by approximately 62 percent.

SECTION SIX—IMPLEMENTATION STRATEGIES

This section describes the role of the department in the implementation of the Plan, marketing considerations and recommendations, the priority of service related to target markets; a preliminary list of recommendations to implement; and an initial set of metrics to be used in the measuring the progress of implementation of the Plan.

6.1 Role of Department

The Community Services Department—Recreation Division has the primary responsibility for implementation of the recommendations approved by the City Council as part of the City's Recreation Plan. Generally, this role is threefold:

- To *provide* programs, services and facilities;
- To *partner* with existing community agencies in the provision of programs and services; and
- To *facilitate* the development and provision of new facilities, programs and services, or standards of performance for each.

At times, the Recreation Division will be the best suited, or professionally the most appropriate agency, to be the community "provider" of a program, service or facility as determined by some set of publicly generated criteria (such as efficiency, effectiveness, professional competency, built facility, public accessibility, etc.). In these cases, the Division will align (or realign) its practices and use designated/allocated public resources (i.e., mission, staff, building, program, funding, etc.) to deliver the specific program at the desired level of service to attain the designated outcome. For example, the Recreation Division provides public athletic fields, gym space and park picnic areas to user groups according to the priorities set by Council and delineated in both Council Policy and City Code in order to support health and wellness and access for all.

At other times, the Recreation Division is in the position to "partner" with other agencies based upon the distribution of public assets or other resources. For example, the City has partnered for many years with the Mountain View-Whisman School District to provide safe and supervised after-school recreation programs at several school sites. Partnerships allow for shared resource use and are developed over time and delineated in memoranda of understanding (MOU), by contract or agreement, or the formation of joint/community oversight boards. Again, this will satisfy a desired outcome such as access for all and safe and secure programs.

Finally, the Recreation Division may be a "facilitator" either by initiating and then handing off a program or service, or by contracting out services, or by setting standards of service delivery that are then met by community providers. A current example is the provision of tennis programs and services through a contract for a professional operator to run a community-oriented tennis program at the City's facility, Cuesta Tennis Center.

By taking a customer-driven, outcome-oriented and collaborative approach, the Recreation Division can continue to play a central role in maintaining and improving quality of life in Mountain View. As provider, partner and facilitator, the Division will be responsible for communicating the vision that creating community through people, parks and programs is central to the work of the Community Services Department. The Division staff will be expending effort as much on forming critical partnerships to carry out the work of delivering programs as it does on expanding existing professional competencies to better deliver its services. Under this model, strengthening the network of facilities, programs and services accessible by the community will be as important as documenting and demonstrating outcomes of services rendered. By utilizing industry benchmarks and implementing best practices where feasible, the Division will increase its capacity to provide Council, commission and advisory groups with information to make informed public policy decisions. Efforts to research and secure new funding sources to expand resources will be seen as part of the role of the Department.

In summary, the Community Services Department's role will be to provide, partner and facilitate the delivery of recreation programs, services and facilities. Implementation of the Recreation Plan will involve the determination of which role will apply to each of its existing programs, services and facilities and the realignment of its efforts to meet the priorities, levels of service and standards expected.

6.2 Marketing Considerations and Recommendations

The development of the Recreation Plan has been a community-based, customer-oriented process. The Community Services Department now has specific information regarding residents' recreational and community services needs. The development and implementation of a marketing strategy is recommended in order to enhance the implementation of both the program and facility development and delivery systems.

Marketing is more than an advertising or publicity plan. It involves two very specific activities:

- Assessment of how well a program, service or facility meets the recreation and community service needs of the community; and
- Measurement of how well marketing efforts are communicating and connecting with the community, using an outcome-based approach.

Current Marketing Efforts

The City of Mountain View Community Services Department is highly engaged in communicating with the community about the programs, services and facilities that are available to the public. Some of the current tools used by the Department to promote services are: the Activity Guide (published three times per year), the web site, program brochures, paid advertisements, street banners and flyers. While information is presented in fun, entertaining and interesting ways, activities are primarily focused on publicizing information rather than following a marketing strategy in an organized and systematic way. Currently there is little assessment of how well programs, services and facilities meet the needs of the community, nor whether or not marketing efforts are having the intended outcome.

Vision

The key to successful marketing activities is a common vision, shared throughout the Department, that will clearly and effectively state what is meant to be achieved. Mountain View Community Services Department has adopted the following vision statement:

"We Create Community Through People, Parks and Programs"

The Recreation Plan and marketing activities should support the realization of the Vision.

Positioning and Branding

An important element of any marketing program is the position a program, service or facility will hold in the community and participants' minds. The "position" communicates the Department and its services' uniqueness from other agencies/providers and their services and distinguishes it in such a way as to persuade participation and/or support. To differentiate between positioning and branding, it is important to know that positioning programs, services and facilities are foremost over branding. Positioning reflects the needs and wants of

the community while branding is the packaging of those services and includes the positioning theme or statement.

Another way to look at the two is such: Think of brand as being similar to ubiquity where everyone knows you. And think of positioning as being similar to value where everyone wants you. So before creating brand, establish position. Consider positioning as that desirable place in the customer's mind where he/she not only recognizes the product or service but can also recite its attributes.²²

Marketing Recommendations:

1. Develop a branding program that is clear, concise and consistently communicated throughout the Department and with all media tools.
2. Continue training and ongoing learning programs for staff so that they have the knowledge and tools to implement the marketing activities associated with this strategy.
3. Strengthen working relationships with other community partners such as schools, faith-based organizations, nonprofit service providers, public safety and the business community to support the achievement of this strategy, using their existing resources for communicating youth service programs available through the Department, their associated benefits and progress associated with achieving those benefits.
4. Develop presentations for community organizations, youth groups, parent groups and other stakeholders that will promote the Department's programs and how they *"Create Community through People, Parks and Programs."*
5. Develop and implement a marketing campaign to build community awareness regarding access to programs (including, but not limited to, financial assistance, registration and other logistics) and facilities.
6. Develop an awareness program that increases decision-makers' knowledge and understanding of ways in which the Community Services Department programs and services promote the community identified priority outcomes and satisfy the needs of target markets.

²² Rob Gelphman, Successful Marketers Know the Difference between Brand and Position.

6.3 Priority of Service to Target Markets

During the review of the initial Draft Plan, the Parks and Recreation Commission and Council concurred that the Plan should provide direction regarding a "priority of service" among the target markets. Listed in order of priority and emphasis from "high" to "low," recreation programs, services and facilities should serve:

- Middle school-aged youth
- Elementary school-aged youth
- High school-aged youth
- Seniors
- Families
- Preschool-aged youth
- Adults

6.4 Phasing

Given the number of recommendations, it is helpful to indicate what programs and services are more of an immediate priority, and should be emphasized in the first 3 years of the 10-year plan. In the first 3 years of the Plan (2008 to 2011), the following five recommendations will be implemented:

- No. 2 Develop health and wellness programs and services for all age groups that promote healthy lifestyles such as physical fitness and nutritional education. Include asset building in the design, development and delivery of programs and services for youth and their families.
- No. 3 Strengthen working relationships with the educational community to establish school sites as neighborhood centers that provide out-of-school activities, family programming and services, intergenerational activities and neighborhood events.
- No. 4 Develop on-site, after-school activities for elementary and middle school youth. Activities could include expansion and strengthening the homework assistance activities, tutoring, mentoring programs, recreational activities, physical fitness, arts, science fun activities, environmental programs and noncompetitive sports.
- No. 11 Create a community safety net of various youth-service providers that identifies youth at risk and provides for them a connected hub of resources to support positive behavior, reducing risky activities.

No. 18 Provide more attractive, safe, growth-promoting settings for adolescents and young adults, giving them a sense of place and belonging.

6.5 Action Steps and Cost/Benefit Analysis

The Recreation Plan recommends that action steps be developed and cost analysis be conducted for the program and service recommendations, as part of the City's annual goal-setting, performance measurement and budget processes. Where recommendations can be implemented during the regular cycle of program implementation and without additional resources, the Community Services Department will take advantage of opportunities to provide programs and services to the community.

6.6 Evaluation Metrics

While some of the goals lend themselves to numeric measures, others may be more difficult to quantify. Therefore, a more general set of metrics is proposed to evaluate and measure annual progress toward implementation over the life of the Plan:

- Program utilization statistics to measure the current demand for a program or service (report number of participants registered compared to previous quarterly/annual benchmark).
- Facility utilization statistics to measure the current demand for a facility (report number of reserved uses, reported attendance, denied applications compared to previous benchmark quarterly/annual).
- Program or service benefits (explain how the program or service meets or supports the community's priority outcomes).
- Cost of providing program or service (calculate the program/service percentage of cost recovery).
- Actual program or facility costs compared to identified/available resources.
- Satisfaction survey.

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APPENDICES

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